



Business Plan

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1.0 Executive Summary

Apparently, to honestly eat healthy in a fast food restaurant, you must order a salad sprinkled with various veggies and no dressing—the dressing at fast food restaurants are fat and preservative packed—and a bottle of water, nothing else. The problem with this is that humans are not rabbits; man cannot live on grass alone. We need fiber, protein, and good, complex carbohydrates to live, and we need this without a massive amount of calories, fat, sugar, and salt. It is impossible to receive this nutrition from a fast food restaurant without overdosing on something that will put you into an early, over-sized grave. The truth about “healthy” fast food must be brought to light before Americans eat themselves right into a fat induced penguin waddle, and we all end up looking like the Pillsbury Dough boy.

Fast food is a lot of things. It is convenient, it is affordable, and it is poorly made. What it is not is healthy. Americans need to realize that just because something says it is healthy does not necessarily make it so, and that many things are health only when used in moderation, food included. Fast food, as of today, is not healthy. It is still the same artery clogging slug it was last decade, only now, it has a prettier face.

What is changing for the fast food industry is the need to improve the eating habits of Americans. More and more deli's and café's are finding out that a health food trend is beginning and the future growth for such a segment will only perpetuate. Fish, chicken and salad food items are making their way into the mainstream fast food category along with green teas, herbal coffees and healthy desserts. These food items are finding their way into the young and educated who maintain a healthy living experience.

Company

Sonalea Boutique Café will be an establishment that will meet the growing trend of health conscious individuals. The café will be a sole proprietorship owned by Chrisceia Dreher and was registered in Chesapeake, Virginia on March 19, 2010. Chrisceia will be providing \$10,000 capital investment and there will be an additional \$30,000 raised in long-term loan.

Service and Products

Sonalea Boutique Café will be an eating establishment focusing on healthy, nutritious, and fast food to the local Chesapeake community. In addition, the café will provide accessories such as earrings and pocketbook items that will appeal to both the male and female consumer.

Furthermore, Sonalea Boutique Café will be an upscale café specializing in a combination of hot or cold sandwiches and salads plus specialty teas and coffees. Healthy desserts will be available and will further extend the healthy, low calorie concept many consumers are seeking. The café will be located in the local downtown area of Chesapeake area and will be within walking distance of a residential housing structure.

Market

Although the fast food market is highly competitive, the center of Chesapeake Virginia is in high demand for a healthy alternative to fast food lunch and dinner meals. Generally speaking, entering into this market will not be easy; the industry is highly competitive, with periodic overcapacity, low margins, and low entry/exit barriers. In addition, there are a large number of substitutes, and the suppliers to this market have a great deal of power.

The target market for Sonalea Boutique Café will be the age groups between 20 and 34. Although the café will appeal to all age groups, it's this group that will seek out healthy food items. It is also true that educated consumers tend to seek out healthy deli and café shops to complement their healthy life styles.



Management

The management team will, initially, consist of Chrisceia Dreher. She will serve as owner, manager and employee of the café. Her years in customer service have provided her with the tools to operate a customer driven business. Chrisceia will hire people who will be motivated and enjoy working with customers. It's critical to note that those employees working directly with customers must have strong personal skills that customers will find appealing.

Chrisceia graduated from Norfolk State University in 2002 with a Bachelor's degree in Sociology. Prior to obtaining her Sociology degree in 2002, Chrisceia received a Bachelor's degree in Business Administration in 1986. Her broad level of education has provided Chrisceia with a strong understanding of how business operates and strong sense of a marketing strategy.

After graduating, Chrisceia accepted several positions within the customer service arena before accepting her current job as a sales/ event planner. Her job responsibilities include developing strategies for pricing, advertising; marketing and ensuring customers have a "WOW" experience. Her combining work experience and education will provide her with the tools necessary to open a business in the service sector.

Financial Projections

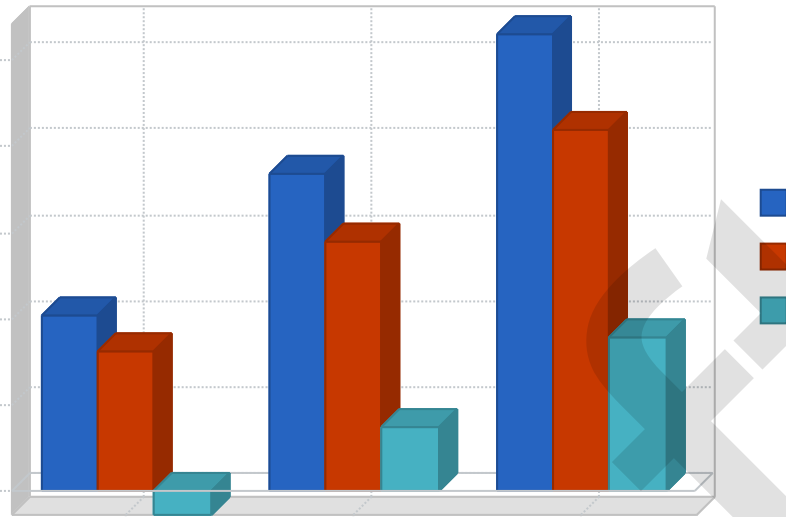
The financial plan is comprehensive and although the first year is a challenge the remaining two years of this plan will profitable.

Financials	FY 2011	FY 2012	FY 2013
Sales Forecast			
Total Sales	\$204,786	\$367,972	\$531,219
Pro Forma Profit and Loss			
Net Profit	\$0	\$100,605	\$239,295
Net Profit/Sales	-13.18%	27.34%	45.05%
Pro Forma Cash Flow			
Net Cash Flow	-\$16,565	\$96,855	\$230,045
Cash Balance	\$3,005	\$99,860	\$329,906

Capital Requirements

The café will be seeking \$30,000 in a long-term loan. In addition, Chrisceia will be investing \$10,000 of her own funds to further ensure that the café is well capitalized. Startup capital will be used to fund operating expenses, purchase inventory and have enough cash-on-hand to help cover the first years operating expenses. No other loans will be required as cash flow from revenue will be used to maintain the business in the second and third year of this business plan.

Chart: Highlights



1.1 Objectives

Since Sonalea Boutique Café will be highly goal oriented, the following objectives have been segmented based on their category. Segmenting objectives will be more effective when implementing at store level.

Business Objectives:

- To offer a clean and well serviced café.
- To provide health menu for customers.
- To offer superior, fast and friendly service to all customers.
- To become established as the leading service provider of food and boutique items.

Financial Objectives:

- To increase sales by 17.36 percent during the first year under ownership.
- To exceed monthly projected sales.
- To meet annual projected profits.
- To maintain strong cash flow by meeting projected cash flow balances.

Marketing Objectives:

- To maintain strong marketing efforts through advertising and store promotions.
- To create word-of-mouth advertising through superior service and quality food.
- Create brand recognition
- To ensure brand loyalty

1.2 Mission

The Sonalea Boutique Café will be a health food boutique specializing in hot or cold sandwiches and salads plus boutique items such as earrings and pocketbooks that will appeal to a broad range of customers.

Based on this distinct menu, Sonalea Boutique Café will follow a differentiation strategy that will provide healthy choices to café patrons. Combined with exceptional customer service, Sonalea Boutique Café will ensure that customers will be back for repeat service. This strategy will help improve sales and profits.

1.3 Keys to Success

- **Repeat Business** - Every customer who comes in should want to return, and recommend Sonalea for all their healthy food needs. Word-of-mouth marketing is a powerful ally.
- **Location** – Convenience is essential to café customers, Sonalea will need to be close to the café's target market as customers tend to stay close to their homes when purchasing food items.
- **Right food** – healthy sandwiches that will satisfy any appetite, with a price that is competitively set to appeal to every pocketbook.

2.0 Company Summary

The Sonalea Boutique Café will be located in an area of Chesapeake that will serve the residents well. The owner, Chrisceia Deher, will be operating the Sonalea Boutique Café in response to the limited number of healthy eating businesses located in the Chesapeake area. The café will offer boutique items in addition to healthy items provided.

2.1 Company Ownership

The Sonalea Boutique Café was registered in March of 2010 in the State of Virginia. The company was registered as a sole proprietorship and Chrisceia who will be sole owner of the business.

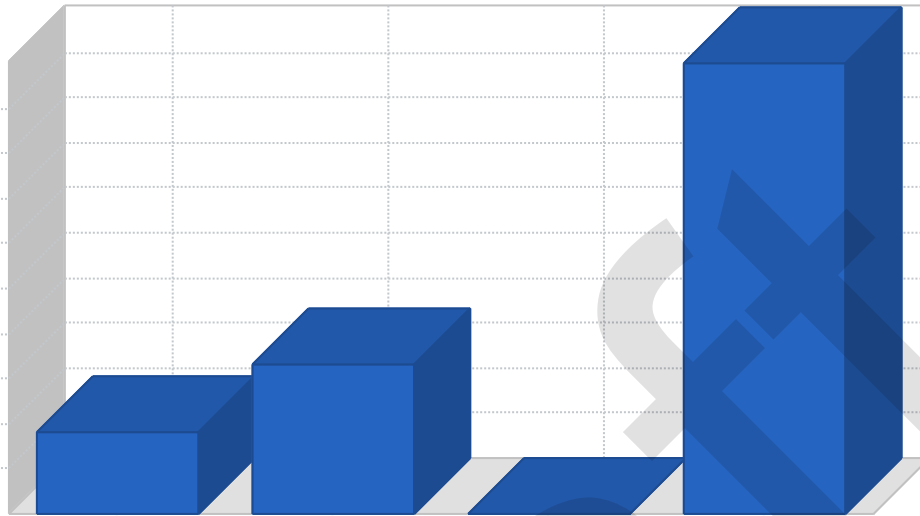
2.2 Start-up Summary

Start-up costs and initial financing are shown on the following table. Chrisceia Dreher will be investing \$10,000 with personal capital. In additional, the business will receive an interest.

Table: Start-up

Start-up	
Requirements	
Start-up Expenses	
Legal	\$1,000
Stationery etc.	\$250
Insurance	\$80
Rent	\$2,000
Computer	\$2,100
Setup Fixture	\$0
Equipment	\$0
Other	\$0
Total Start-up Expenses	\$5,430
Start-up Assets	
Cash Required	\$5,000
Start-up Inventory	\$5,000
Other Current Assets	\$0
Long-term Assets	\$0
Total Assets	\$10,000
Total Requirements	\$15,430

Chart: Start-up



2.3 Company Locations and Facilities

Although an exact location has not been identified, Chesapeake will be the future city that Sonalea Boutique Café will operate in. The chosen location will be large enough to accommodate the café's production area as well as a seating area for customers.

3.0 Products and Services Summary

The Sonalea brand will be known for healthy tasty foods that appeal to a broad range of customers seeking an alternative to Togos, Subway and Quisnos. Sonalea Boutique Café will carry a variety of products from sandwiches to salads to chicken wings and mixes of the two to provide a complete meal. In addition, Sonalea will provide healthy dessert items, smoothies and healthy drinks to help complement any meal. Special teas and coffees will be available to meet the needs of morning and afternoon customers.

3.1 Product and Service Description

Much of Sonalea's Café food description is mentioned elsewhere, however, the starting menu to be offered is as follows:

Sandwiches:

- Grill chicken sandwiches
- Fresh cut turkey sandwiches
- Fresh fish sandwiches

Salads:

- Chicken salad with fresh chicken grilled chunks
- Spinach salad with grilled shrimp



Miscellaneous:

- Chicken wings
- Sweet potatoes
- Potatoes with chivas

Dessert Items:

- Dessert-punch bowl cake
- Chocolate cover fruit
- Drink smoothies

Teas and Coffees:

- Green tea
- Coffee
- Bottle water
- Lemonade

Accessories:

- Jewelry
- Pocketbook
- Novety

3.2 Competitive Comparison

The competitive environment facing Sonalea Boutique Café is vast. This includes every eating establishment in the Chesapeake area. Competition comes in the form of small mom and pop type deli shops and larger chain sandwich shops that limit their sandwich items. Furthermore, there are a large number of substitute suppliers from grocery stores that offer prepackaged meals to upscale sit down restaurants. Drawing any sort of general conclusions from such a vast array of competitors is difficult, but about every conceivable product or service idea and just about every taste is encompassed within this group.

Many of the smaller firms, due to lack of funds are only able to carry out the most basic of marketing strategies. Sonalea Boutique Café intends to leverage its location advantage to create higher profits that will in turn fuel marketing efforts. However, the larger firms have comprehensive national marketing strategies that draw in hundreds of customers per week. Sonalea Boutique Cafe's answer to this is to promote its healthy products and draw in those individuals who see fast food as unhealthy and of low quality. Therefore, the owner of Sonalea Boutique Café believes that there is significant opportunity to gain local market share.

3.3 Sales Literature

The main sales literature will consist of flyers mailed directly to residents within a five mile radius of the café. Flyers will serve as promotional tools that will feature pictures of the sandwiches, chicken wings, potatoes and salads with strips or chunks of grilled chicken on top. Prices will be included to help further interest in the products provided. Flyers will also include a small map of the location and contact information such as the address, phone number and a manager's name to help identify a person of contact.

Pictures will be the selling point of each flyer that will be sent out. Each picture must be able to demonstrate taste, quality and healthy eating. Customers that view flyers will know very quickly whether Sonalea's Boutique Café will be a place of choice. In addition, prices must reflect value for each food item provided. Customers must be able to

not only judge quality but they must be able to think they are receiving a value for each food item they purchase. Pictures of the food will get them in but the price will likely keep them coming back.

3.4 Fulfillment

Obviously, food prices will have a large influence on the price of each food product that will be sold. However, other influences such as operating expenses and what customers are willing to pay will influence the price that will be charged.

Sonalea's costs will be part of the margin squeeze. As competition on price increases, the squeeze between suppliers' price into channels and customer's ultimate buying price will likely be challenging.

In order to hold costs down as much as possible, Chrisceia will concentrate on purchasing from Cisco and US Food service for the food. Boutique items will be purchased from Seliny Mudgifts and Superline Accessories, which offers 30-day net terms and overnight shipping from the warehouse.

The accessory products will improve profits by 25 percent to 40 percent.

3.6 Future Products and Services



As the company begins to capitalize on its success, new products will be introduced in the product menu selection. Products will be from both food and accessories depending on the area of success. Food menu items will likely be healthy and a favorite with the American diet. Accessories will include more items as the success of earrings and pocketbooks emerge.

4.0 Market Analysis Summary



Currently, the area is served by very few deli shops. The closest deli shop from the center of Chesapeake is Subway and Brew City Deli which are closer to Highway 64 than the center of town. Neither shop offers the healthy menu items that will be available and known for at Sonalea Boutique Café. In addition, the Café will include accessory items such as earrings and pocketbooks that are not available at either Subway or Brew City Deli.

In the past ten years, Chesapeake has grown tremendously. The largest growth increase has been attributed to 24 and younger age groups. These age groups will drive demand as they age and become active members of the community. Of course, a perfect location for the café will ensure strong foot and vehicle traffic which will increase interest and drive demand. Demographics for the area include the following:

Population in July 2008: 220,111. Population change since 2000: +10.5%

Males: 106,890  (48.6%)
 Females: 113,221  (51.4%)

Median resident age:  34.7 years
 Virginia median age:  35.7 years

Estimated median household income in 2008: \$67,996 (it was \$50,743 in 2000)
 Chesapeake:  \$67,996
 Virginia:  \$61,233

Estimated per capita income in 2008: \$29,813



[Chesapeake city income, earnings, and wages data](#)

Estimated median house or condo value in 2008: \$292,600 (it was \$119,700 in 2000)

Chesapeake:  \$292,600

Virginia:  \$269,600


Mean prices in 2008: All housing units: \$328,110; Detached houses: \$346,814; Townhouses or other attached units: \$243,677; In 3-to-4-unit structures: \$239,000; In 5-or-more-unit structures: \$182,913; Mobile homes: \$18,552

Median gross rent in 2008: \$969.

Percentage of residents living in poverty in 2008: 7.7%

(3.6% for White Non-Hispanic residents, 17.4% for Black residents)

Houses: 72,672 (69,900 occupied: 52,323 owner occupied, 17,577 renter occupied)

% of renters here:  25%

State:  32%

Housing density: 213 houses/condos per square mile

4.1 Market Segmentation

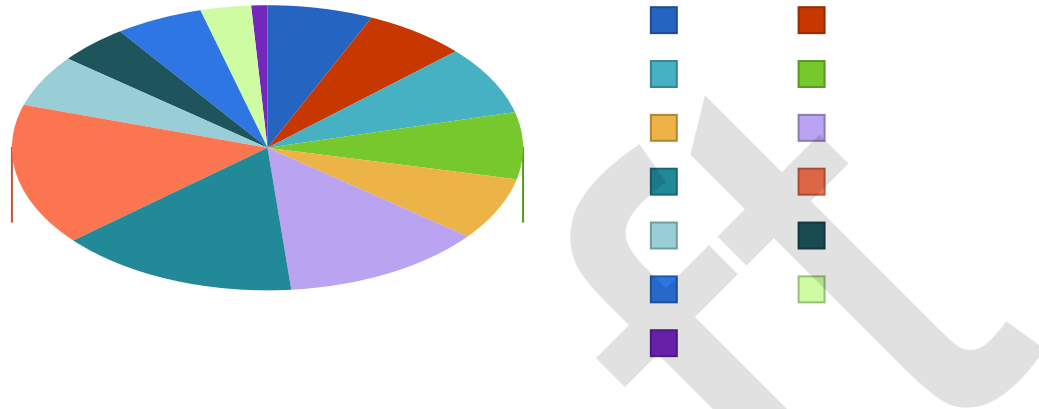
Based on the below Market Analysis, Sonalea Boutique Café will focus on the 20 – 34 which will be a perfect match for the café's menu items. Studies show that younger adults tend to seek out healthier food items when deciding on lunch and dinner ideas. These age groups are usually active and exercise on a regular basis which suggests that they are seeking healthier food choices to maintain a healthy body.

Below is the Market Analysis for Chesapeake area with compound annual growth rate percentages for each age group.

Table: Market Analysis

Market Analysis							
Potential Customers	Growth	2010	2011	2012	2013	2014	CAGR
Under 5	9%	14,523	15,830	17,255	18,808	20,501	9.00%
5 - 9'	11%	14,227	15,792	17,529	19,457	21,597	11.00%
10 - 14'	13%	17,144	19,373	21,891	24,737	27,953	13.00%
15 - 19	15%	16,720	19,228	22,112	25,429	29,243	15.00%
20 - 24	11%	15,691	17,417	19,333	21,460	23,821	11.00%
25 - 34	9%	28,013	30,534	33,282	36,277	39,542	9.00%
35 - 44	7%	33,213	35,538	38,026	40,688	43,536	7.00%
45 - 54	8%	35,538	38,381	41,451	44,767	48,348	8.00%
55 - 59	9%	12,912	14,074	15,341	16,722	18,227	9.00%
60 - 64	6%	9,769	10,355	10,976	11,635	12,333	6.00%
65 - 74	7%	12,142	12,992	13,901	14,874	15,915	7.00%
75 - 84	8%	6,987	7,546	8,150	8,802	9,506	8.00%
85 +"	5%	2,225	2,336	2,453	2,576	2,705	5.00%
Total	9.35%	219,104	239,396	261,700	286,232	313,227	9.35%

Chart: Market Analysis (Pie)



4.2 Target Market Segment Strategy

For the individual groups seeking lunch or dinner, or take-home meals, it is necessary for the company to build an effective word-of-mouth marketing strategy. The company will do this slowly, realizing that much of this will grow from its business market. The company is also planning on doing a number of joint marketing efforts with other local companies such as the production and distribution of a referral book to be given to various individuals. This in turn would help drive the Cafés word-of-mouth marketing efforts.

4.2.1 Market Needs

"Traditional marketing says fill a need and you'll be successful. America has a huge need to eat healthy and no one's filling that need in the fast food market... not really." So says Jaynie Smith, author of *Creating Competitive Advantage* and president of Smart Advantage, Inc.

Smith is right about the huge need for Americans to eat healthy: According to the National Center for Health Statistics, 66.5 percent of adults are overweight or obese; 32 percent of adults obese. Just as alarming if not more so, childhood obesity is escalating; tripling since the 1970's. 17 percent of adolescents and 19 percent of children are overweight.

Increasing demands, legislation and litigation directed at America's fast food industry is now at fever pitch. Every day headlines abound on the issue of our fast food giants and the customers and food they serve:

- "America's Deadly Junk Food Addiction"
- "Wendy's Significantly Cuts Trans Fats"
- "NYC Councilman Proposes Limiting Fast Food"
- "KFC Sued for Unhealthy Fat"

When Smith says there's a need and niche for healthy food in the fast food market, there's good reason to listen.

Clients who take her Smart Advantage workshop typically increase their company revenues by double digit growth within six to 12 months after completion.

4.2.2 Market Trends

Led by the example of casual, healthy smoothie bars that turned into a \$1.6 billion café industry and created a significant refrigerated juice beverage category, specialty cafés are increasingly becoming the place to spot emerging food and beverage trends that could turn the next big product or menu item, according to new market research in Specialty Cafés: Culinary Trend Mapping Report.

A collaborative effort of market research firm Packaged Facts, and San Francisco's Center for Culinary Development (CCD), the latest issue of the bimonthly Culinary Trend Mapping Report chronicles the growing development of niche cafés, like coffee roasteries and dessert cafés, offering unique food items, specialty beverages and enhanced consumer experiences that could one day impact the entire food and beverage industry, just as Starbucks has.

Profiles of trend setting cafés include cereal bars, with their all-day breakfasts, and chocolate cafés, offering chocolate in a multitude of forms in chic environments. Bright and cheerful bubble tea shops, exotic tea lounges and quick noodle bars, all reflecting Asian cuisine trends, join emerging churro shops and mainstream smoothie bars on CCD's proprietary trend map, providing businesses with an insider's view of today's hottest—and emerging—food and beverage trends.

These are just a few trends that have moved the café business into an industry that is all to itself. As more Americans become interested in improving their overall health, more café type of establishments will flourish and profits will soar.

4.2.3 Market Growth

Fast-casual restaurant, such as Café establishments, sales grew at an average annual rate of over 12 percent between 2001 and 2004. The growth rate continued its increase of 15.5 percent from 2004 to 2008 according to NPD Group, showing that some consumers are willing to spend a little more for higher quality healthy food. When compared to traditional fast food outlets, fast-casual restaurants are more expensive, but offer an upgraded customer experience through broader menus, better food, and better ambiance. By sacrificing on service, fast-casual restaurants steal business from full-service restaurants by offering cheaper prices. The fastest growing fast-casual category is limited-service bakeries and cafés, where sales increased almost 30 percent between 2004 and 2005, according to Technomic.

4.3 Service Business Analysis

The café industry is highly fragmented and competitive. Each company within this field has low capital costs and low margins, which create this high intensity of competition.

Suppliers have a great deal of power in setting and negotiating the prices of their products and services to the smaller eating establishments. This is due to the fact that the suppliers who absorb the greatest amounts of cash from other competitors are large food distribution companies such as US Food Service. These companies are more consolidated than the restaurant industry, have deeper pockets, an almost limitless number of substitute customers, and finally they will be the single most important supplier to Sonalea Boutique Café. Therefore, these companies can set whatever price they wish to. Furthermore, labor is a supplier in this industry as well, and salaries for such individuals are well known and not very flexible.

The barriers to entry and exit are very low in this industry. Switching costs are virtually non-existent and the costs to entry and exit are low as well. The large number of competitors in this field including substitutes such as

McDonald's, Subway Sandwiches, and Coco's mean that pricing for such services are very competitive. The only way to have an advantage in this industry is either a low cost leadership principal applied aggressively to all aspects of the business or to differentiate the entire eating experience through better and more unique food and to build up customer relations to a point where the switching costs are raised.

4.3.1 Business Participants

The restaurant industry is pulverized in other words, it consists of an almost infinite number companies from the small "mom and pop" style cafes to the national chains.

4.3.2 Competition and Buying Patterns

The buying patterns of residents in the Chesapeake are relatively similar to shopping behaviors in other areas in Virginia.

- Location is critical to the cafes success. Proximity to residents and where they go to grocery shop, pick up dry cleaning is very important. Also crucial is the parking area, customers must be able to enter and exit the parking area with ease.
- Price is not very sensitive as long as Sonalea Boutique Café is not too high. Low price or lowest price is not essential as long as it is competitive. Many target customers mistrust cafes based on a low price structure.
- Quality of food matters. If the price isn't too high and the food is good and healthy, Sonalea will have growth through repeat business.
- Focus is an advantage; focusing on healthy food will draw customers from the competition. The service and quality of the food will keep them coming back.

4.3.3 Main Competitors

In the immediate, downtown area of Chesapeake, there are a few competitors that offer deli food items that meet the needs of local residents. However, local competitors do not offer in the way of healthy food menu items that will be paramount for the Sonalea Boutique Café. The following list represents the competitive environment for Chesapeake.

- **Subway**
 - 1757 Parkview Drive, Chesapeake, VA - (757) 523-1842
 - Category: Restaurant Deli
- **Stop & Save Deli**
 - 1800 Liberty Street, Chesapeake, VA - (757) 545-1633
- **Gourmet Gang**
 - 870 Greenbrier Circle, Chesapeake, VA - (757) 361-0482
- **Subway**
 - Placement on map is approximate
 - 2048 Campostella Road
 - Chesapeake, VA 23324-2931
 - (757) 494-0033
 - Category: Restaurant Deli

5.0 Web Plan Summary

Sonalea Boutique Café will design and develop a web site that will be the virtual business card and portfolio for the company, as well as its online "home." The cafe's web site needs to be a simple, yet elegant and well



designed. Web sites that stay current with the latest trends and provide information to the online community will appeal to the customer who is seeking a different healthy food choice. A site that is too flashy, or tries to use too much of the latest Shockwave or Flash technology can be overdone, and cause potential clients to look elsewhere for healthy food choices and accessories.

5.1 Website Marketing Strategy

Sonalea Boutique Cafe will have a website to support the online community. When visiting the website, it is the cafe's goal to sell the company's vision to residents within a five mile radius. In addition, the company will offer discounts and specials to those first time customers and customers who refer their friends and family members.

In order to increase traffic to the company's website, it will be the company's goal to develop an interactive website that is designed to be the "go to site" for a healthy alternative to deli and café food choices. Sonalea Boutique Café will rely on Comprehensive Search Engine Optimization (SEO) programs that include the following:

- Directory registration
- Link Building
- Keyword/phrases
- Aggressive paid inclusion of pertinent pages
- Weekly/Monthly Maintenance
- Traffic monitoring
- Pay-per- Click/Pay-per-Hit Placements

Keyword Search Engine Optimization as the primary source of online advertising. Navigation Services/Search engines are one of the primary ways that Internet users find web sites; as a result a web site with good search engine listings may see a dramatic increase in traffic. Search engine optimization means ensuring that web pages are accessible to search engines and focused in ways that help improve the chances they will be found. The search engines below are popular choices people start with when searching for websites:

- Google <http://www.google.com>
- AllTheWeb.com <http://www.alltheweb.com>
- Yahoo <http://www.yahoo.com>
- MSN Search <http://search.msn.com>
- AOL Search <http://aolsearch.aol.com>
- Ask.com <http://www.ask.com>
- HotBot <http://www.hotbot.com>
- Lycos <http://www.lycos.com>
- LookSmart <http://www.looksmart.com>
- Open Directory <http://dmoz.org/>
- AltaVista <http://www.altavista.com>
- Netscape Search <http://search.netscape.com>

Sonalea Boutique Cafe will also utilize several online social networking websites such as Facebook, Myspace, YouTube, Digg, Delicious, Furl, and StumbleUpon for affordable branding and awareness that will allow the café to spread news virtually as quickly as any social bookmarking service. In addition, niche forums geared to outdoor recreation and fitness enthusiasts looking for healthy food choices will be targeted to create a buzz and increase the viral marketing effect to increase traffic to the website and ultimately the café.

5.2 Development Requirements

The Sonalea Boutique Cafe's website will initially be a source of information with pictures of menu items and associated prices. The web site will include an interactive user database for customers who would like to order their meals online prior to picking them up at the café. A simple hosting provider, Yahoo, will host the site and provide the technical back-end updates. During the websites development, the developers will include the

following links;

- Mission
- Menu Items
- Accessories
- Advertisers (Those businesses who would like to advertise on the website.)
- Careers at Sonalea Boutique Café
- Contact Us

The cafe's website is currently under construction. The chosen company will design, develop and maintain the website. The chosen domain name will be www.sonaleacafe.com.

6.0 Strategy and Implementation Summary

The main thrust of strategy is to leverage the ideal location and specialty menu items into higher revenue and profits. This will be accomplished through sales volume and higher prices. Sonalea has researched the eating habits and needs of residents and will give customers what they really want.

6.1 Competitive Edge

Sonalea Boutique Café's competitive edge will be:

- Location: The café will be located in a highly traveled location that will be in a shopping center or on a main street. It will be within walking distance from many housing structures in downtown Chesapeake,
- Service: Customers will receive the best service in a well decorated café. Service will be paramount to the image of café with the right amount of employees to help meet the needs of customers.
- Menu Items: Sonalea's healthy menu items will be a hit with a area that is desperately seeking quick healthy food items. The café will only purchase fresh ingredients that will be used in every order placed.

6.2 Marketing Strategy

The marketing strategy is a simple one: satisfied customers are the best marketing tool. When a customer leaves the café with a satisfied feeling that the food they ate is not only healthy but provides a value, Sonalea's name and service will stand on its own. Sonalea Boutique Café reached out to many within the community and found that residents are excited about Sonalea's plans and are anxious to visit the café for their lunch and dinner needs.

Short-term marketing strategies are those that create a temporary boost in traffic and sales. Although these techniques are very important to the overall plan and grand opening marketing strategy, they are only a temporary traffic source and must not be solely relied upon. Short-term marketing strategies include:

- Direct-mail advertising
- Coupons and freebies
- Free samples
- Radio advertising

Long-term marketing strategies are those that will provide a consistent stream of targeted traffic over a long period of time. These strategies will continue to produce results even years down the road. Long-term marketing strategies include:

- Regular specials
- Provide brochures to local businesses
- Referrals (word-of-mouth)



- Search Engines

The most important element of the marketing strategy is the delivery of a quality product and service. The food, beverage and accessory products must first sell themselves through word-of-mouth. Referrals are profitable since the person doing the referring offsets the need to spend marketing dollars to get the customer in the door and to buy.

The term “referrals” has several meanings when it comes to second sales. The first relates to products a customer is considering or has purchased. When customers are proud to be associated with the firm and they believe they can talk with confidence about the products, they will talk about it at the first opportunity. Their telling about it may result in others visiting and, hopefully, buying.

A second meaning is “word-of-mouth.” This means asking people for a referral. Sometimes it can be done unobtrusively, other times it may take getting enough courage to come out and ask for it. In the selling business, the adage is “always ask for the sale.” In the business of making second sales, the adage is “always ask for the referrals.”

The third source of referrals comes from the “awareness factor.” The more people who know about Sonalea Boutique Café, the better the chances are that when a discussion includes something related to area restaurants, satisfied customers who have been to Sonalea Boutique Café will recommend it to their friends.

6.2.1 Pricing Strategy

The pricing strategy will focus on providing high quality, healthy food that is quick and has a unique flair. Furthermore, Sonalea Boutique Café will provide value pricing to all customers. The value pricing structure will ensure that all menu items will be competitively priced. This will be seen as a value to the customer.

6.2.2 Promotion Strategy

Sonalea Boutique Café will employ a full scale grand opening promotional campaign that will not only create awareness but stimulate interest and drive demand during the first week of business. The store will offer the following promotions;

- **Radio Station:** During the first week of grand opening, Sonalea will work with local radio stations that will provide radio advertising for the week prior to grand opening and two weeks after.
- **Free Samples:** Sonalea will provide samples of the menu items. This will have a positive effect as the café moves to convert visitors to buy.
- **Weekly Sale Items:** Each week Sonalea will feature a menu item or a new item to appeal to customers. Items will be selected based on customer preference and buying habits.

6.2.3 Marketing Programs

Sonalea Boutique Café will offer a variety of marketing programs all geared to increase excitement and stimulate demand. The café will split the marketing program into two separate phases to highlight the difference between grand opening marketing and regular everyday marketing programs.

First Phase Program (Grand Opening)

- Advertising
 - **Direct Mail:** The café is seeking to advertise locally in newspaper publications, radio and through direct mail. Two weeks prior to grand opening, Sonalea will directly mail brochures and flyers to all households within a five-mile radius. Also, brochures and flyers will be directly mailed to local businesses within a five-mile radius to appeal to lunch crowds.
 - **Local Newspapers:** Two weeks prior to grand opening, the café will buy ad space with the *Daily Press* everyday leading up to grand opening day. In addition, Chrisceia will invite a reporter from the



Daily Press to visit the café and participate in an interview explaining the company's services and menu items offered.

- **Radio:** Two weeks prior to grand opening Sonalea will have several 30-second spots on WPYA 93.7 FM in Chesapeake. The advertisements will be aired two times an hour everyday leading up to grand opening.
- Internet
 - Sonalea will have a comprehensive website that will serve as the business card for the online community. The website will have a list of menu items with pictures of meals for potential customers to choose from. The website strategy and its development are listed in Web Plan Summary section of this business plan.
- Alliances
 - Sonalea will work with some of the corporate companies in the area to display flyers in their gallery areas. The expectation is that staff members will see the flyer and visit the café for their morning coffee or tea and then again for all their lunch needs.

Second Phase Program (Post Grand Opening)

- Advertising
 - **Direct Mail:** Direct mail will continue through to be sent out once a quarter. Frequency will be the only different between the first and second phase. In addition, new customers will receive a survey asking how their service was received. An accessory brochure will be included in the envelope with the survey.
 - **Local Newspaper:** Sonalea will continue to place ads with the *Daily Express* but ads will be limited to weekend only exposure. Ads will be in Saturday and Sunday publications including holidays.
 - **Radio:** Radio advertisements will run two or three a day rather than two or three an hour. Again, frequency will be the difference between first and second phase.
- Internet
 - The company's website will be the driving force of the company's success with weekly specials and coupons for repeat customers. When a customer refers friends or family members to the café coupons and lunch specials will be provided to the referring customer.
- Alliances
 - Sonalea will continue to work with local businesses and corporations to appeal to those employees who would like a fresh healthy lunch special.

Once customers visit the café for one of the delicious menu items many will notice the accessories that will be available. Earrings and pocket accessories will be highly pursued by the café's female customer. Accessories will be competitively priced and displayed for maximum sales potential.

6.3 Sales Strategy

Sonalea Boutique Café will have a strong projected sales strategy based on several factors. Sonalea will focus on the following:

- **Sales Success Requires Planning** - Chrisceia will formulate a sales strategy and tactics to achieve sales success. This will be accomplished through superior customer service, quality food and value pricing.
- **Constantly Reevaluating the Cafés Potential** - the Chrisceia will consistently evaluate the sales strategy on a monthly basis. The café will constantly change the way it advertises and markets to the public, as well as the target market. Changes will be minor or major depending on if the café is meeting its monthly goals.
- **Strategize Around Strengths** - the description of the sales activity will be analyzed producing reports that will reveal factors impacting the overall sales potential. When the café implements a marketing tool or advertising venue that involves more customers, more sales and high profits will prevail.
- **Reviewing Tactics** - the café will review its comprehensive tactical plan to identify weakness in its components. If there are components that are not delivering then they will be identified and altered to produce the desired results.
- **Measure Success** - the café will consistently develop key measurements that mark the progress of financial estimates that guide growth. This will be through reports and projection sheets that will serve as guidelines for

future sales.

The most important sales strategy is to develop repeat business. Every customer who comes in has to want to return. To that end, the café will offer some of the more established sales strategies such as discount cards, special menu days, and a regularly changing menu. Sonalea Boutique Café intends to keep accurate track of what types of sandwiches and other foods sell well and to create a program of customer feedback through surveys which will be available at the counter. With this information the café will be able to streamline the food line to match the local tastes and encourage more people to eat at: Sonalea Boutique Café.

6.3.1 Sales Forecast

Sales forecast displayed here is very conservative. Although the café will aim very high, showing a gradual but consistent growth pattern will be ideal when comparing to actual sales. Chrisceia feels that sales will expand at a greater rate than the projections. Projections will be revised on an annual basis to ensure that sales are in-line with the cafe's aggressive marketing and promotional programs.

Projected sales will have the largest increase in the second year coming off the first year. Sales are projected to slow slightly in the third year. Although sales will slow slightly they will remain much stronger than the industry average.

Table: Sales Forecast

Sales Forecast			
	FY 2011	FY 2012	FY 2013
Unit Sales			
Sweet and Potatoes	2,221	3,958	5,695
Wings	3,565	6,380	9,195
Sandwiches	6,687	11,989	17,291
Side Salad	4,459	8,004	11,549
Salad w/extra	5,368	9,647	13,926
Beverages	13,369	23,925	34,481
Desserts	892	1,605	2,318
Accessories Earrings	892	1,605	2,318
Pocketbooks	892	1,605	2,318
Gift Sets	447	849	1,256
Total Unit Sales	38,792	69,567	100,347
Unit Prices	FY 2011	FY 2012	FY 2013
Sweet and Potatoes	\$3.50	\$3.50	\$3.50
Wings	\$5.50	\$5.50	\$5.50
Sandwiches	\$7.50	\$7.50	\$7.50
Side Salad	\$2.75	\$2.75	\$2.75
Salad w/extra	\$9.50	\$9.50	\$9.50
Beverages	\$1.75	\$1.75	\$1.75
Desserts	\$4.50	\$4.50	\$4.50
Accessories Earrings	\$10.00	\$10.00	\$10.00
Pocketbooks	\$25.00	\$25.00	\$25.00
Gift Sets	\$12.00	\$12.00	\$12.00
Sales			
Sweet and Potatoes	\$7,774	\$13,853	\$19,933
Wings	\$19,608	\$35,090	\$50,573
Sandwiches	\$50,153	\$89,918	\$129,683
Side Salad	\$12,262	\$22,011	\$31,760
Salad w/extra	\$50,996	\$91,647	\$132,297
Beverages	\$23,396	\$41,869	\$60,342
Desserts	\$4,014	\$7,223	\$10,431
Accessories Earrings	\$8,920	\$16,050	\$23,180
Pocketbooks	\$22,300	\$40,125	\$57,950
Gift Sets	\$5,364	\$10,188	\$15,072
Total Sales	\$204,786	\$367,972	\$531,219



	FY 2011	FY 2012	FY 2013
Direct Unit Costs			
Sweet and Potatoes	\$0.00	\$0.00	\$0.00
Wings	\$0.01	\$0.01	\$0.01
Sandwiches	\$2.48	\$2.48	\$2.48
Side Salad	\$0.06	\$0.06	\$0.06
Salad w/extra	\$0.95	\$0.95	\$0.95
Beverages	\$0.39	\$0.39	\$0.39
Desserts	\$0.49	\$0.49	\$0.50
Accessories Earrings	\$5.00	\$5.00	\$5.00
Pocketbooks	\$10.00	\$10.00	\$10.00
Gift Sets	\$4.80	\$4.80	\$4.80
Direct Cost of Sales			
Sweet and Potatoes	\$4	\$8	\$11
Wings	\$19	\$34	\$49
Sandwiches	\$16,550	\$29,673	\$42,795
Side Salad	\$245	\$440	\$635
Salad w/extra	\$5,100	\$9,165	\$13,230
Beverages	\$5,147	\$9,211	\$13,275
Desserts	\$442	\$794	\$1,147
Accessories Earrings	\$4,460	\$8,025	\$11,590
Pocketbooks	\$8,920	\$16,050	\$23,180
Gift Sets	\$2,146	\$4,075	\$6,029
Subtotal Direct Cost of Sales	\$43,033	\$77,475	\$111,942

Chart: Sales Monthly

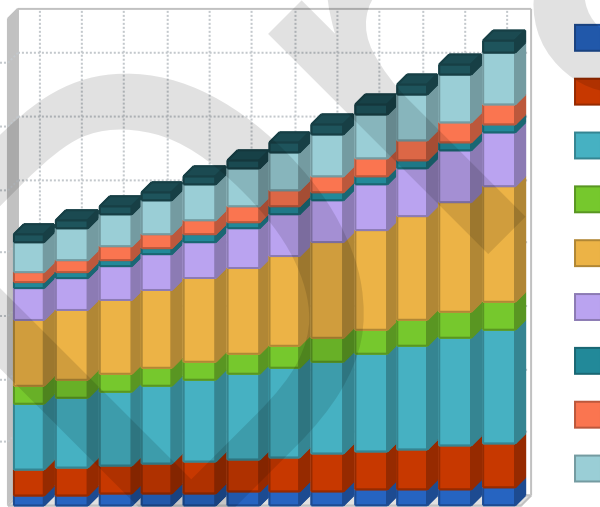
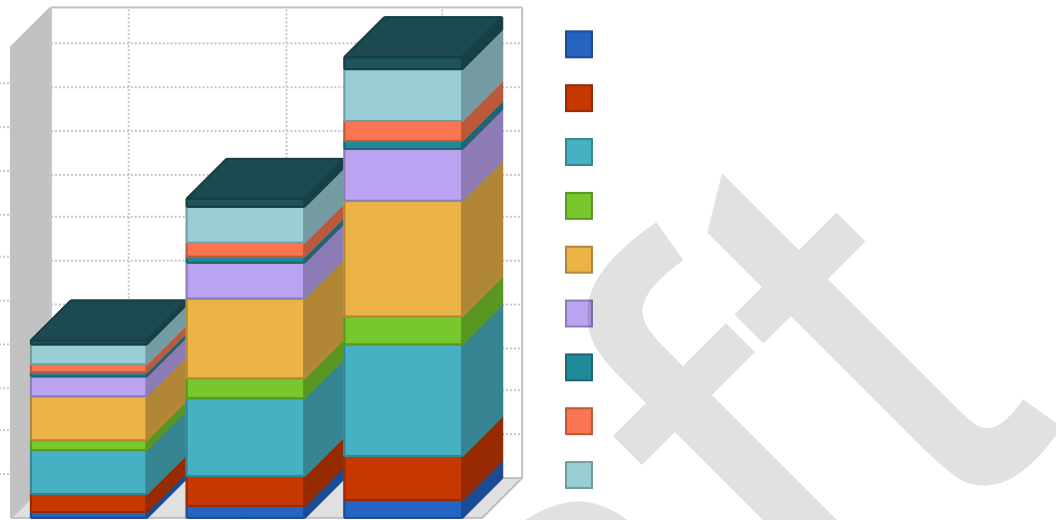


Chart: Sales by Year



6.4 Strategic Alliances

Sonalea Boutique Café will form alliances with the companies that will provide the products that will be used to serve to customers. Sonalea will form alliances with Cisco and US Food service for the food. Boutique items will be purchased through Seliny Mudgifts and Superline Accessories.

7.0 Management Summary

The management of Sonalea Boutique Café will consist of the owner, Chrisceia Dreher, who will serve as the owner, manager and employee. Her ten years as a customer service, sales, marketing and real estate agent has allowed her the ability to adapt an ever changing business environment, prioritizing and strategically managing workflow. Chrisceia will hire a management staff that will be responsible to help manage the staff. More importantly, she will ensure that customers receive superior service each time they visit.

7.2 Management Team

Chrisceia graduate from St. Augustine University in 1986 with a Bachelors degree in Business Administration. After graduating, Chrisceia transferred to Norfolk State University in 2002 with a Bachelors degree in Sociology. After graduating she was offered a job as Customer Retention Representative. Her job responsibilities included reviewing accounts, up selling products, and making credit decision.

Chrisceia has worked for several companies that have provided her with experienced required to successfully manage a business that is customer service driven. Chrisceia's most recent position as a sales/ Events Planner was offered and accepted in 2008. Her job responsibilities included developing strategies for pricing, advertising, marketing assisting customers while ensuring they have a "WOW" experience. Chrisceia's incredible customer service experience will provide her with the tool necessary to exceed the needs of customers.

7.3 Personnel Plan

Prior to grand opening, Chrisceia will focus on selecting a waitress and cook who will perform well and are responsible. Chrisceia will interview, select and hire during the two weeks prior to grand opening. After the employees are hired they will be required to attend a training course which will ensure they are knowledgeable when preparing food items and working with customers. Health benefits will not be provided, however, each employee will receive a discount on meals.

Below is the payroll plan for the first three years.

Table: Personnel

Personnel Plan			
	FY 2011	FY 2012	FY 2013
Management	\$0	\$0	\$0
Waitress	\$20,880	\$20,880	\$20,880
Cooks	\$37,440	\$37,440	\$37,440
Bus Person	\$10,440	\$10,440	\$10,440
Total People	6	6	6
Total Payroll	\$68,760	\$68,760	\$68,760

8.0 Financial Plan

Sonalea Boutique Café is seeking \$30,000 to help with start up expenses and the purchase of inventory. Targeted revenues are conservative and expected to exceed projections. While this business is considered a start up, much of the stigma associated with startup will not apply since the area is in high demand for such a restaurant.

This is considered a very good time to start a new business. First of all, the government has dedicated \$33 billion toward small and medium businesses to help build revenues and create jobs. Secondly, the U.S. economy is beginning its recovery and, therefore, consumer confidence is improving through increased retail sales. There are many analysts that suggest that the economy will continue to improve through the remaining 2010 and 2011 calendar year.

A shorter learning curve will be brought to the business by the owner due to her extensive background in customer service and in-depth market knowledge. She has a clear understanding of the need to manage costs and forecast future needs so that the business is not "broad-sided" by the unexpected.

One other component on which the financial plan is based is wise purchases. Offering customers the right product, at the right price will enable the business to meet planned margins and maintain inventory at an attractive level with a high turn rate.

8.1 Start-up Funding

The start-up costs associated with opening a business will consist primarily of inventory, equipment and furniture. Chrisceia will invest \$10,000 to get the café designed and marketed properly. A bank loan will in the amount of \$30,000 will be required in order to ensure the company is well capitalized. The bank loan will be aggressively repaid in less than 7-years.

The table below illustrates funding sources for all start-up costs.

Table: Start-up Funding

Start-up Funding	
Start-up Expenses to Fund	\$5,430
Start-up Assets to Fund	\$10,000
Total Funding Required	\$15,430
Assets	
Non-cash Assets from Start-up	\$5,000
Cash Requirements from Start-up	\$5,000
Additional Cash Raised	\$14,570
Cash Balance on Starting Date	\$19,570
Total Assets	\$24,570
Liabilities and Capital	
Liabilities	
Current Borrowing	\$0
Long-term Liabilities	\$30,000
Accounts Payable (Outstanding Bills)	\$0
Other Current Liabilities (interest-free)	\$0
Total Liabilities	\$30,000
Capital	
Planned Investment	
Owner	\$0
Investor	\$0
Additional Investment Requirement	\$0
Total Planned Investment	\$0
Loss at Start-up (Start-up Expenses)	(\$5,430)
Total Capital	(\$5,430)
Total Capital and Liabilities	
	\$24,570
Total Funding	\$30,000

8.2 Important Assumptions

The financial plan depends on important assumptions, most of which are shown in Table 8.2. As mentioned previously, Sonalea Boutique Café assumes interest and tax rates based on an actual scenario, and will be adjusted should there be any changes. Also, it will be assumed that the personnel burden will begin softly and grow as business increases its revenue. Other key business assumptions include;

- Assuming continued steady economic growth within the United States as well as in Burlington, Iowa.
- Assuming continued growth for healthy foods.
- It is assumed that no more than \$30,000 will be required to get the café ready for grand opening.
- It is assumed that the interest rate for a business loan will be 6.5%.

8.2 Table: General Assumptions

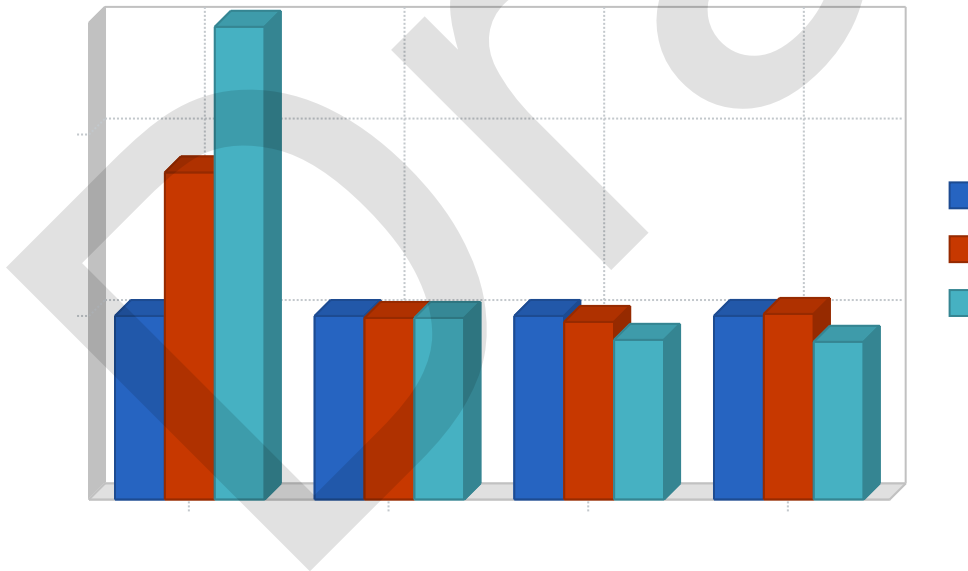
<i>General Assumptions</i>			
	FY 2011	FY 2012	FY 2013
Plan Month	1	2	3
Current Interest Rate	0.00%	0.00%	0.00%
Long-term Interest Rate	6.50%	6.50%	6.50%
Tax Rate	0.00%	6.00%	6.00%
Other	0	0	0

8.3 Key Financial Indicators

The following chart suggests changes in key financial indicators: sales, gross margin, operating expenses and inventory turnover. The growth in sales goes beyond 40% for the second year in a row, but then settles. The company expects to keep gross margins higher than the industry average, simply because Chrisceia knows how to grow sales while controlling operating expenses.

The projections for inventory turnover suggest that as sales increase more inventory will be required. However, an increase in sales will ensure that inventory levels will be minimized to only meet the needs of the cafe's customers. Large inventory amounts will not be required nor will they be acceptable.

Chart: Benchmarks



8.4 Break-even Analysis

For the break-even analysis, the company assumes running costs of approximately \$15,580 per month, which includes fixed expenses such as payroll, rent, utilities and other expenses. Payroll alone will be soft the first year as the company begins an aggressive advertising campaign within the local community.

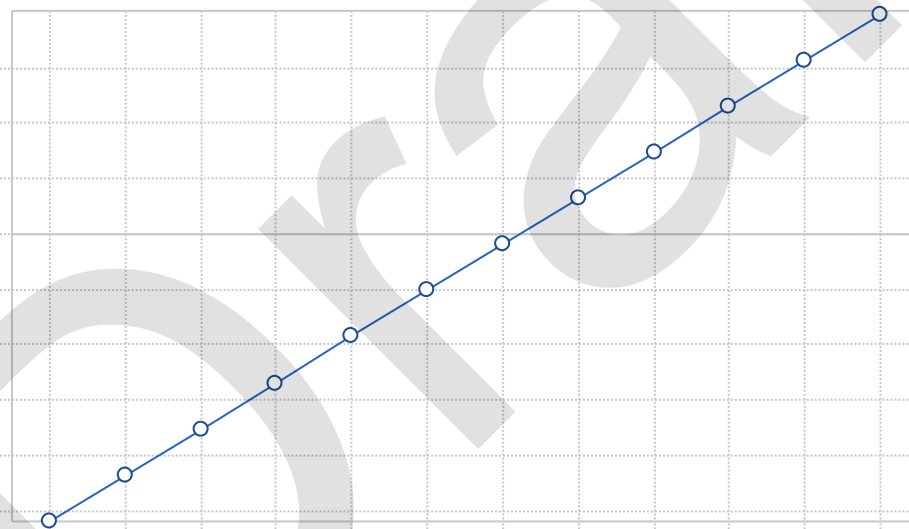
Margins are harder to assume. Margin projections will be based on the cost of an item along with the industry average margins. The margin for the first year will be \$161,753. Margin percentages will remain relatively the same for all three years at approximately 80%.

The chart suggests that the company will need to sell about 3,736 units or \$19,724 in order to break-even. Since most of the first year's monthly projections exceed the break-even amount obtaining break-even will be easily secured.

Table: Break-even Analysis

Break-even Analysis	
Monthly Units Break-even	3,736
Monthly Revenue Break-even	\$19,724
Assumptions:	
Average Per-Unit Revenue	\$5.28
Average Per-Unit Variable Cost	\$1.11
Estimated Monthly Fixed Cost	\$15,580

Chart: Break-even Analysis



8.5 Projected Profit and Loss

The Pro Forma Profit and Loss statement was constructed from a conservative point-of-view, which is similar to the view point used for the projected sales. By building and maintaining a strong relationship with customers through superior service, the café will widen the customer base and increase sales. Of course, increasing sales is not the only way to grow profits. Sonalea Boutique Café will aggressively control operating expenses to ensure that profits are growing as sales increase.

Month-to-month assumptions for profit and loss are included in the appendix.

Table: Profit and Loss

Pro Forma Profit and Loss			
	FY 2011	FY 2012	FY 2013
Sales	\$204,786	\$367,972	\$531,219
Direct Cost of Sales	\$43,033	\$77,475	\$111,942
Other Costs of Sales	\$0	\$0	\$0
Total Cost of Sales	\$43,033	\$77,475	\$111,942
Gross Margin	\$161,753	\$290,497	\$419,277
Gross Margin %	78.99%	78.95%	78.93%
Expenses			
Payroll	\$68,760	\$68,760	\$68,760
Marketing/Promotion	\$81,000	\$75,996	\$57,500
Depreciation	\$0	\$0	\$0
Rent	\$24,000	\$24,000	\$24,000
Utilities	\$1,920	\$1,920	\$1,920
Insurance	\$960	\$960	\$960
Payroll Taxes	\$10,314	\$10,314	\$10,314
Leased Equipment	\$0	\$0	\$0
Other	\$0	\$0	\$0
Total Operating Expenses	\$186,954	\$181,950	\$163,454
Profit Before Interest and Taxes	(\$25,201)	\$108,547	\$255,823
EBITDA	(\$25,201)	\$108,547	\$255,823
Interest Expense	\$2,768	\$2,340	\$1,929
Taxes Incurred	\$0	\$31,862	\$76,168
Net Profit	(\$27,969)	\$74,345	\$177,726
Net Profit/Sales	-13.66%	20.20%	33.46%

Chart: Profit Monthly

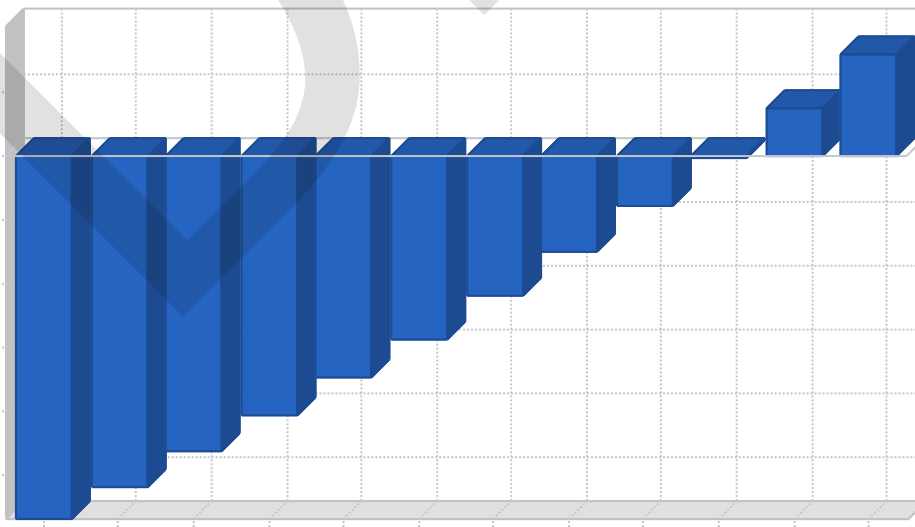


Chart: Profit Yearly

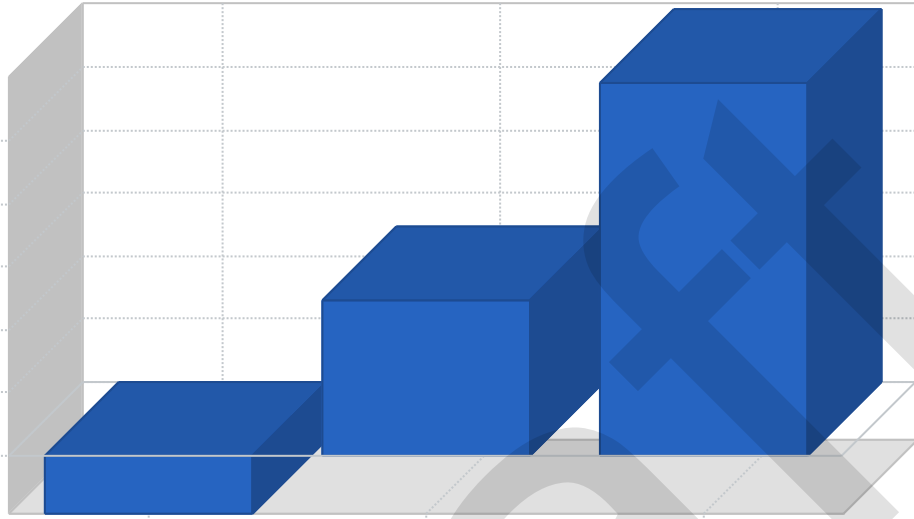


Chart: Gross Margin Monthly

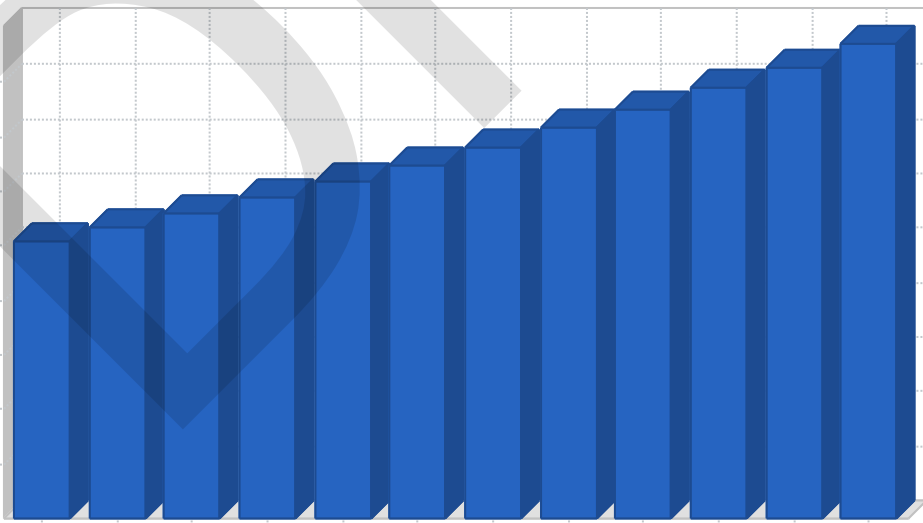
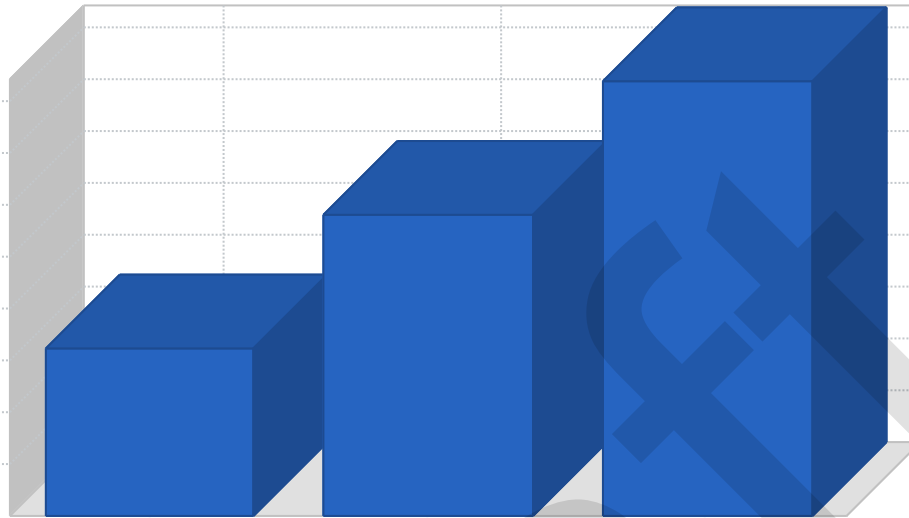


Chart: Gross Margin Yearly



8.6 Projected Cash Flow

Sonalea Boutique Café projected cash flow suggests strong growth in the second and third year. The first year will be challenging as cash will be based on the café's sales revenue. Cash flow is expected to continue to grow well beyond the third year of this business plan.

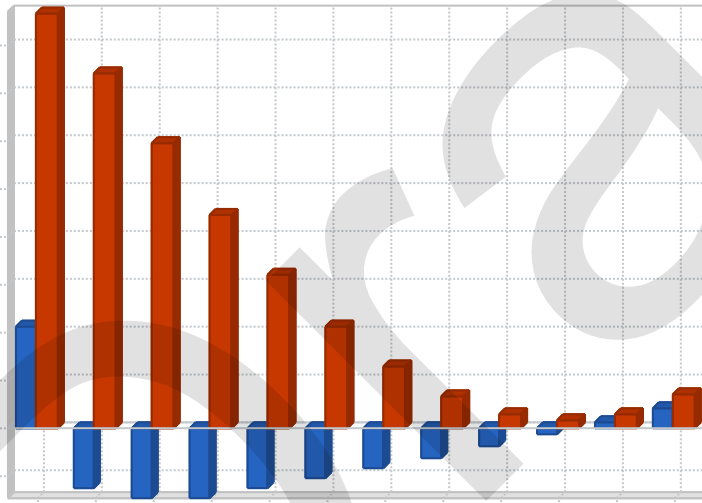
The projected cash flow is outlined in the following chart and table.

Table: Cash Flow

Pro Forma Cash Flow			
	FY 2011	FY 2012	FY 2013
Cash Received			
Cash from Operations			
Cash Sales	\$204,786	\$367,972	\$531,219
Subtotal Cash from Operations	\$204,786	\$367,972	\$531,219
Additional Cash Received			
Sales Tax, VAT, HST/GST Received	\$12,287	\$22,078	\$31,873
New Current Borrowing	\$0	\$0	\$0
New Other Liabilities (interest-free)	\$0	\$0	\$0
New Long-term Liabilities	\$0	\$0	\$0
Sales of Other Current Assets	\$0	\$0	\$0
Sales of Long-term Assets	\$0	\$0	\$0
New Investment Received	\$0	\$0	\$0
Subtotal Cash Received	\$217,073	\$390,051	\$563,092
Expenditures	FY 2011	FY 2012	FY 2013
Expenditures from Operations			
Cash Spending	\$68,760	\$68,760	\$68,760

Bill Payments	\$149,203	\$220,668	\$288,376
Subtotal Spent on Operations	\$217,963	\$289,428	\$357,136
Additional Cash Spent			
Sales Tax, VAT, HST/GST Paid Out	\$12,287	\$22,078	\$31,873
Principal Repayment of Current Borrowing	\$0	\$0	\$0
Other Liabilities Principal Repayment	\$0	\$0	\$0
Long-term Liabilities Principal Repayment	\$4,284	\$4,284	\$4,284
Purchase Other Current Assets	\$0	\$0	\$0
Purchase Long-term Assets	\$0	\$0	\$0
Dividends	\$0	\$0	\$0
Subtotal Cash Spent	\$234,534	\$315,790	\$393,293
Net Cash Flow	(\$17,461)	\$74,261	\$169,799
Cash Balance	\$2,109	\$76,369	\$246,169

Chart: Cash



8.7 Projected Balance Sheet

The following table suggests that annual balance sheet results, with a healthy projected increase in net worth will grow during the second and third year and beyond. Detailed monthly projections are in the appendix section at the end of this document.

Table: Balance Sheet

Pro Forma Balance Sheet			
	FY 2011	FY 2012	FY 2013
Assets			
Current Assets			
Cash	\$2,109	\$76,369	\$246,169
Inventory	\$4,628	\$8,317	\$13,478



Other Current Assets	\$0	\$0	\$0
Total Current Assets	\$6,737	\$84,686	\$259,647
Long-term Assets			
Long-term Assets	\$0	\$0	\$0
Accumulated Depreciation	\$0	\$0	\$0
Total Long-term Assets	\$0	\$0	\$0
Total Assets	\$6,737	\$84,686	\$259,647
Liabilities and Capital			
	FY 2011	FY 2012	FY 2013
Current Liabilities			
Accounts Payable	\$14,420	\$22,308	\$23,827
Current Borrowing	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0
Subtotal Current Liabilities	\$14,420	\$22,308	\$23,827
Long-term Liabilities			
Long-term Liabilities	\$25,716	\$21,432	\$17,148
Total Liabilities	\$40,136	\$43,740	\$40,975
Paid-in Capital			
Paid-in Capital	\$0	\$0	\$0
Retained Earnings	(\$5,430)	(\$33,399)	\$40,946
Earnings	(\$27,969)	\$74,345	\$177,726
Total Capital	(\$33,399)	\$40,946	\$218,672
Total Liabilities and Capital	\$6,737	\$84,686	\$259,647
Net Worth	(\$33,399)	\$40,946	\$218,672

8.8 Business Ratios

The below business ratio analysis has been provided to help identify with challenging areas within the business structure while capitalizing on the strengths. The industry profile ratios are based on the Standard Classification (SIC) code 5812, Limited-Service Restaurants industry, are shown for comparison.

Table: Ratios

Ratio Analysis				
	FY 2011	FY 2012	FY 2013	Industry Profile
Sales Growth	n.a.	79.69%	44.36%	1.65%
Percent of Total Assets				
Inventory	68.70%	9.82%	5.19%	6.34%
Other Current Assets	0.00%	0.00%	0.00%	43.25%
Total Current Assets	100.00%	100.00%	100.00%	53.12%
Long-term Assets	0.00%	0.00%	0.00%	46.88%
Total Assets	100.00%	100.00%	100.00%	100.00%
Current Liabilities				
Current Liabilities	214.04%	26.34%	9.18%	25.40%
Long-term Liabilities	381.71%	25.31%	6.60%	73.91%
Total Liabilities	595.75%	51.65%	15.78%	99.31%
Net Worth	-495.75%	48.35%	84.22%	0.69%
Percent of Sales				
Sales	100.00%	100.00%	100.00%	100.00%
Gross Margin	78.99%	78.95%	78.93%	58.06%
Selling, General & Administrative Expenses	92.64%	58.74%	45.47%	23.02%
Advertising Expenses	39.55%	20.65%	10.82%	1.74%
Profit Before Interest and Taxes	-12.31%	29.50%	48.16%	6.52%



Main Ratios				
Current	0.47	3.80	10.90	1.25
Quick	0.15	3.42	10.33	1.00
Total Debt to Total Assets	595.75%	51.65%	15.78%	99.31%
Pre-tax Return on Net Worth	83.74%	259.38%	116.11%	4325.19%
Pre-tax Return on Assets	-415.15%	125.41%	97.78%	29.65%
Additional Ratios	FY 2011	FY 2012	FY 2013	
Net Profit Margin	-13.66%	20.20%	33.46%	n.a
Return on Equity	0.00%	181.57%	81.28%	n.a
Activity Ratios				
Inventory Turnover	11.84	11.97	10.27	n.a
Accounts Payable Turnover	11.35	10.25	12.17	n.a
Payment Days	27	29	29	n.a
Total Asset Turnover	30.40	4.35	2.05	n.a
Debt Ratios				
Debt to Net Worth	0.00	1.07	0.19	n.a
Current Liab. to Liab.	0.36	0.51	0.58	n.a
Liquidity Ratios				
Net Working Capital	(\$7,683)	\$62,378	\$235,820	n.a
Interest Coverage	-9.10	46.40	132.62	n.a
Additional Ratios				
Assets to Sales	0.03	0.23	0.49	n.a
Current Debt/Total Assets	214%	26%	9%	n.a
Acid Test	0.15	3.42	10.33	n.a
Sales/Net Worth	0.00	8.99	2.43	n.a
Dividend Payout	0.00	0.00	0.00	n.a

Appendix

Table: Sales Forecast

Sales Forecast																
		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	FY 2011	FY 2012	FY 2013
Unit Sales																
Sweet and Potatoes		140	147	154	162	170	178	187	196	206	216	227	238	2,221	3,958	5,695
Wings		224	235	247	259	272	286	300	315	331	348	365	383	3,565	6,380	9,195
Sandwiches		420	441	463	486	510	536	563	591	621	652	685	719	6,687	11,989	17,291
Side Salad		280	294	309	324	340	357	375	394	414	435	457	480	4,459	8,004	11,549
Salad w/extra		336	353	371	390	410	430	452	475	499	524	550	578	5,368	9,647	13,926
Beverages		840	882	926	972	1,021	1,072	1,126	1,182	1,241	1,303	1,368	1,436	13,369	23,925	34,481
Desserts		56	59	62	65	68	71	75	79	83	87	91	96	892	1,605	2,318
Accessories Earrings		56	59	62	65	68	71	75	79	83	87	91	96	892	1,605	2,318
Pocketbooks		56	59	62	65	68	71	75	79	83	87	91	96	892	1,605	2,318
Gift Sets		28	29	30	32	34	36	38	40	42	44	46	48	447	849	1,256
Total Unit Sales		2,436	2,558	2,686	2,820	2,961	3,108	3,266	3,430	3,603	3,783	3,971	4,170	38,792	69,567	100,347
Unit Prices		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	FY 2011	FY 2012	FY 2013
Sweet and Potatoes		\$3.50	\$3.50	\$3.50	\$3.50	\$3.50	\$3.50	\$3.50	\$3.50	\$3.50	\$3.50	\$3.50	\$3.50	\$3.50	\$3.50	\$3.50
Wings		\$5.50	\$5.50	\$5.50	\$5.50	\$5.50	\$5.50	\$5.50	\$5.50	\$5.50	\$5.50	\$5.50	\$5.50	\$5.50	\$5.50	\$5.50
Sandwiches		\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50
Side Salad		\$2.75	\$2.75	\$2.75	\$2.75	\$2.75	\$2.75	\$2.75	\$2.75	\$2.75	\$2.75	\$2.75	\$2.75	\$2.75	\$2.75	\$2.75
Salad w/extra		\$9.50	\$9.50	\$9.50	\$9.50	\$9.50	\$9.50	\$9.50	\$9.50	\$9.50	\$9.50	\$9.50	\$9.50	\$9.50	\$9.50	\$9.50
Beverages		\$1.75	\$1.75	\$1.75	\$1.75	\$1.75	\$1.75	\$1.75	\$1.75	\$1.75	\$1.75	\$1.75	\$1.75	\$1.75	\$1.75	\$1.75
Desserts		\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50
Accessories Earrings		\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
Pocketbooks		\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
Gift Sets		\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00
Sales																
Sweet and Potatoes		\$490	\$515	\$539	\$567	\$595	\$623	\$655	\$686	\$721	\$756	\$795	\$833	\$7,774	\$13,853	\$19,933
Wings		\$1,232	\$1,293	\$1,359	\$1,425	\$1,496	\$1,573	\$1,650	\$1,733	\$1,821	\$1,914	\$2,008	\$2,107	\$19,608	\$35,090	\$50,573
Sandwiches		\$3,150	\$3,308	\$3,473	\$3,645	\$3,825	\$4,020	\$4,223	\$4,433	\$4,658	\$4,890	\$5,138	\$5,393	\$50,153	\$89,918	\$129,683
Side Salad		\$770	\$809	\$850	\$891	\$935	\$982	\$1,031	\$1,084	\$1,139	\$1,196	\$1,257	\$1,320	\$12,262	\$22,011	\$31,760
Salad w/extra		\$3,192	\$3,354	\$3,525	\$3,705	\$3,895	\$4,085	\$4,294	\$4,513	\$4,741	\$4,978	\$5,225	\$5,491	\$50,996	\$91,647	\$132,297
Beverages		\$1,470	\$1,544	\$1,621	\$1,701	\$1,787	\$1,876	\$1,971	\$2,069	\$2,172	\$2,280	\$2,394	\$2,513	\$23,396	\$41,869	\$60,342
Desserts		\$252	\$266	\$279	\$293	\$306	\$320	\$338	\$356	\$374	\$392	\$410	\$432	\$4,014	\$7,223	\$10,431

Appendix

Accessories Earrings		\$560	\$590	\$620	\$650	\$680	\$710	\$750	\$790	\$830	\$870	\$910	\$960	\$8,920	\$16,050	\$23,180
Pocketbooks		\$1,400	\$1,475	\$1,550	\$1,625	\$1,700	\$1,775	\$1,875	\$1,975	\$2,075	\$2,175	\$2,275	\$2,400	\$22,300	\$40,125	\$57,950
Gift Sets		\$336	\$348	\$360	\$384	\$408	\$432	\$456	\$480	\$504	\$528	\$552	\$576	\$5,364	\$10,188	\$15,072
Total Sales		\$12,852	\$13,499	\$14,174	\$14,885	\$15,627	\$16,395	\$17,241	\$18,116	\$19,032	\$19,979	\$20,962	\$22,024	\$204,786	\$367,972	\$531,219
Direct Unit Costs		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	FY 2011	FY 2012	FY 2013
Sweet and Potatoes	0.06%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Wings	0.10%	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01
Sandwiches	33.00%	\$2.48	\$2.48	\$2.48	\$2.48	\$2.48	\$2.48	\$2.48	\$2.48	\$2.48	\$2.48	\$2.48	\$2.48	\$2.48	\$2.48	\$2.48
Side Salad	2.00%	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06
Salad w/extra	10.00%	\$0.95	\$0.95	\$0.95	\$0.95	\$0.95	\$0.95	\$0.95	\$0.95	\$0.95	\$0.95	\$0.95	\$0.95	\$0.95	\$0.95	\$0.95
Beverages	22.00%	\$0.39	\$0.39	\$0.39	\$0.39	\$0.39	\$0.39	\$0.39	\$0.39	\$0.39	\$0.39	\$0.39	\$0.39	\$0.39	\$0.39	\$0.39
Desserts	11.00%	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.49	\$0.50
Accessories Earrings	50.00%	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
Pocketbooks	40.00%	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
Gift Sets	40.00%	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80
Direct Cost of Sales																
Sweet and Potatoes		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4	\$8	\$11
Wings		\$1	\$1	\$1	\$1	\$1	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$19	\$34	\$49
Sandwiches		\$1,040	\$1,091	\$1,146	\$1,203	\$1,262	\$1,327	\$1,393	\$1,463	\$1,537	\$1,614	\$1,695	\$1,780	\$16,550	\$29,673	\$42,795
Side Salad		\$15	\$16	\$17	\$18	\$19	\$20	\$21	\$22	\$23	\$24	\$25	\$26	\$245	\$440	\$635
Salad w/extra		\$319	\$335	\$352	\$371	\$390	\$409	\$429	\$451	\$474	\$498	\$523	\$549	\$5,100	\$9,165	\$13,230
Beverages		\$323	\$340	\$357	\$374	\$393	\$413	\$434	\$455	\$478	\$502	\$527	\$553	\$5,147	\$9,211	\$13,275
Desserts		\$28	\$29	\$31	\$32	\$34	\$35	\$37	\$39	\$41	\$43	\$45	\$48	\$442	\$794	\$1,147
Accessories Earrings		\$280	\$295	\$310	\$325	\$340	\$355	\$375	\$395	\$415	\$435	\$455	\$480	\$4,460	\$8,025	\$11,590
Pocketbooks		\$560	\$590	\$620	\$650	\$680	\$710	\$750	\$790	\$830	\$870	\$910	\$960	\$8,920	\$16,050	\$23,180
Gift Sets		\$134	\$139	\$144	\$154	\$163	\$173	\$182	\$192	\$202	\$211	\$221	\$230	\$2,146	\$4,075	\$6,029
Subtotal Direct Cost of Sales		\$2,701	\$2,838	\$2,978	\$3,128	\$3,282	\$3,442	\$3,623	\$3,809	\$4,001	\$4,199	\$4,403	\$4,628	\$43,033	\$77,475	\$111,942

Appendix

Table: Sales Forecast 2nd Year (Planned)

Sales Forecast															
		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	FY 2012	FY 2013
Unit Sales															
Sweet and Potatoes	5.7%	249	261	274	288	302	317	333	350	368	386	405	425	3,958	5,695
Wings	9.7%	401	421	442	464	487	511	537	564	592	622	653	686	6,380	9,195
Sandwiches	17.2%	752	790	830	872	916	962	1,010	1,060	1,113	1,169	1,227	1,288	11,989	17,291
Side Salad	11.5%	503	528	554	582	611	642	674	708	743	780	819	860	8,004	11,549
Salad w/extra	13.8%	606	636	668	701	736	773	812	853	896	941	988	1,037	9,647	13,926
Beverages	34.3%	1,503	1,578	1,657	1,740	1,827	1,918	2,014	2,115	2,221	2,332	2,449	2,571	23,925	34,481
Desserts	2.3%	101	106	111	117	123	129	135	142	149	156	164	172	1,605	2,318
Accessories Earrings	2.3%	101	106	111	117	123	129	135	142	149	156	164	172	1,605	2,318
Pocketbooks	2.3%	101	106	111	117	123	129	135	142	149	156	164	172	1,605	2,318
Gift Sets	1.2%	53	56	59	62	65	68	71	75	79	83	87	91	849	1,256
Total Unit Sales		4,370	4,588	4,817	5,060	5,313	5,578	5,856	6,151	6,459	6,781	7,120	7,474	69,567	100,347
Unit Prices															
Sweet and Potatoes		\$3.50	\$3.50	\$3.50	\$3.50	\$3.50	\$3.50	\$3.50	\$3.50	\$3.50	\$3.50	\$3.50	\$3.50	\$3.50	\$3.50
Wings		\$5.50	\$5.50	\$5.50	\$5.50	\$5.50	\$5.50	\$5.50	\$5.50	\$5.50	\$5.50	\$5.50	\$5.50	\$5.50	\$5.50
Sandwiches		\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50
Side Salad		\$2.75	\$2.75	\$2.75	\$2.75	\$2.75	\$2.75	\$2.75	\$2.75	\$2.75	\$2.75	\$2.75	\$2.75	\$2.75	\$2.75
Salad w/extra		\$9.50	\$9.50	\$9.50	\$9.50	\$9.50	\$9.50	\$9.50	\$9.50	\$9.50	\$9.50	\$9.50	\$9.50	\$9.50	\$9.50
Beverages		\$1.75	\$1.75	\$1.75	\$1.75	\$1.75	\$1.75	\$1.75	\$1.75	\$1.75	\$1.75	\$1.75	\$1.75	\$1.75	\$1.75
Desserts		\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50
Accessories Earrings		\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
Pocketbooks		\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
Gift Sets		\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00
Sales															
Sweet and Potatoes		\$872	\$914	\$959	\$1,008	\$1,057	\$1,110	\$1,166	\$1,225	\$1,288	\$1,351	\$1,418	\$1,488	\$13,853	\$19,933
Wings		\$2,206	\$2,316	\$2,431	\$2,552	\$2,679	\$2,811	\$2,954	\$3,102	\$3,256	\$3,421	\$3,592	\$3,773	\$35,090	\$50,573
Sandwiches		\$5,640	\$5,925	\$6,225	\$6,540	\$6,870	\$7,215	\$7,575	\$7,950	\$8,348	\$8,768	\$9,203	\$9,660	\$89,918	\$129,683
Side Salad		\$1,383	\$1,452	\$1,524	\$1,601	\$1,680	\$1,766	\$1,854	\$1,947	\$2,043	\$2,145	\$2,252	\$2,365	\$22,011	\$31,760
Salad w/extra		\$5,757	\$6,042	\$6,346	\$6,660	\$6,992	\$7,344	\$7,714	\$8,104	\$8,512	\$8,940	\$9,386	\$9,852	\$91,647	\$132,297
Beverages		\$2,630	\$2,762	\$2,900	\$3,045	\$3,197	\$3,357	\$3,525	\$3,701	\$3,887	\$4,081	\$4,286	\$4,499	\$41,869	\$60,342
Desserts		\$455	\$477	\$500	\$527	\$554	\$581	\$608	\$639	\$671	\$702	\$738	\$774	\$7,223	\$10,431
Accessories Earrings		\$1,010	\$1,060	\$1,110	\$1,170	\$1,230	\$1,290	\$1,350	\$1,420	\$1,490	\$1,560	\$1,640	\$1,720	\$16,050	\$23,180
Pocketbooks		\$2,525	\$2,650	\$2,775	\$2,925	\$3,075	\$3,225	\$3,375	\$3,550	\$3,725	\$3,900	\$4,100	\$4,300	\$40,125	\$57,950
Gift Sets		\$636	\$672	\$708	\$744	\$780	\$816	\$852	\$900	\$948	\$996	\$1,044	\$1,092	\$10,188	\$15,072
Total Sales		\$23,113	\$24,269	\$25,477	\$26,771	\$28,114	\$29,512	\$30,971	\$32,538	\$34,167	\$35,863	\$37,658	\$39,522	\$367,972	\$531,219

Appendix

		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	FY 2012	FY 2013
Direct Unit Costs															
Sweet and Potatoes	0%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Wings	0%	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01
Sandwiches	33%	\$2.48	\$2.48	\$2.48	\$2.48	\$2.48	\$2.48	\$2.48	\$2.48	\$2.48	\$2.48	\$2.48	\$2.48	\$2.48	\$2.48
Side Salad	2%	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06
Salad w/extra	10%	\$0.95	\$0.95	\$0.95	\$0.95	\$0.95	\$0.95	\$0.95	\$0.95	\$0.95	\$0.95	\$0.95	\$0.95	\$0.95	\$0.95
Beverages	22%	\$0.39	\$0.39	\$0.39	\$0.39	\$0.39	\$0.39	\$0.39	\$0.39	\$0.39	\$0.39	\$0.39	\$0.39	\$0.39	\$0.39
Desserts	11%	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50
Accessories Earrings	50%	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
Pocketbooks	40%	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
Gift Sets	40%	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80
Direct Cost of Sales															
Sweet and Potatoes		\$0	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$8	\$11
Wings		\$2	\$2	\$2	\$2	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$4	\$34	\$49
Sandwiches		\$1,861	\$1,955	\$2,054	\$2,158	\$2,267	\$2,381	\$2,500	\$2,624	\$2,755	\$2,893	\$3,037	\$3,188	\$29,673	\$42,795
Side Salad		\$28	\$29	\$30	\$32	\$34	\$35	\$37	\$39	\$41	\$43	\$45	\$47	\$440	\$635
Salad w/extra		\$576	\$604	\$635	\$666	\$699	\$734	\$771	\$810	\$851	\$894	\$939	\$985	\$9,165	\$13,230
Beverages		\$579	\$608	\$638	\$670	\$703	\$738	\$775	\$814	\$855	\$898	\$943	\$990	\$9,211	\$13,275
Desserts		\$50	\$52	\$55	\$58	\$61	\$64	\$67	\$70	\$74	\$77	\$81	\$85	\$794	\$1,147
Accessories Earrings		\$505	\$530	\$555	\$585	\$615	\$645	\$675	\$710	\$745	\$780	\$820	\$860	\$8,025	\$11,590
Pocketbooks		\$1,010	\$1,060	\$1,110	\$1,170	\$1,230	\$1,290	\$1,350	\$1,420	\$1,490	\$1,560	\$1,640	\$1,720	\$16,050	\$23,180
Gift Sets		\$254	\$269	\$283	\$298	\$312	\$326	\$341	\$360	\$379	\$398	\$418	\$437	\$4,075	\$6,029
Subtotal Direct Cost of Sales		\$4,865	\$5,110	\$5,363	\$5,640	\$5,924	\$6,218	\$6,520	\$6,851	\$7,194	\$7,548	\$7,926	\$8,317	\$77,475	\$111,942

Appendix

Table: Personnel

<i>Personnel Plan</i>																
		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	FY 2011	FY 2012	FY 2013
Management		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Waitress		\$1,740	\$1,740	\$1,740	\$1,740	\$1,740	\$1,740	\$1,740	\$1,740	\$1,740	\$1,740	\$1,740	\$1,740	\$20,880	\$20,880	\$20,880
Cooks		\$3,120	\$3,120	\$3,120	\$3,120	\$3,120	\$3,120	\$3,120	\$3,120	\$3,120	\$3,120	\$3,120	\$3,120	\$37,440	\$37,440	\$37,440
Bus Person		\$870	\$870	\$870	\$870	\$870	\$870	\$870	\$870	\$870	\$870	\$870	\$870	\$10,440	\$10,440	\$10,440
Total People		6	6	6	6	6	6	6	6	6	6	6	6	6	6	6
Total Payroll		\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$68,760	\$68,760	\$68,760

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Appendix

Table: Personnel 2nd Year (Planned)

Personnel Plan															
		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	FY 2012	FY 2013
Management		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Waitress		\$1,740	\$1,740	\$1,740	\$1,740	\$1,740	\$1,740	\$1,740	\$1,740	\$1,740	\$1,740	\$1,740	\$1,740	\$20,880	\$20,880
Cooks		\$3,120	\$3,120	\$3,120	\$3,120	\$3,120	\$3,120	\$3,120	\$3,120	\$3,120	\$3,120	\$3,120	\$3,120	\$37,440	\$37,440
Bus Person		\$870	\$870	\$870	\$870	\$870	\$870	\$870	\$870	\$870	\$870	\$870	\$870	\$10,440	\$10,440
Total People		6	6	6	6	6	6	6	6	6	6	6	6	6	6
Total Payroll		\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$68,760	\$68,760

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Appendix

Table: Profit and Loss

Pro Forma Profit and Loss																
		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	FY 2011	FY 2012	FY 2013
Sales		\$12,852	\$13,499	\$14,174	\$14,885	\$15,627	\$16,395	\$17,241	\$18,116	\$19,032	\$19,979	\$20,962	\$22,024	\$204,786	\$367,972	\$531,219
Direct Cost of Sales		\$2,701	\$2,838	\$2,978	\$3,128	\$3,282	\$3,442	\$3,623	\$3,809	\$4,001	\$4,199	\$4,403	\$4,628	\$43,033	\$77,475	\$111,942
Other Costs of Sales		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cost of Sales		\$2,701	\$2,838	\$2,978	\$3,128	\$3,282	\$3,442	\$3,623	\$3,809	\$4,001	\$4,199	\$4,403	\$4,628	\$43,033	\$77,475	\$111,942
Gross Margin		\$10,151	\$10,661	\$11,196	\$11,757	\$12,345	\$12,953	\$13,618	\$14,307	\$15,031	\$15,780	\$16,559	\$17,396	\$161,753	\$290,497	\$419,277
Gross Margin %		78.98%	78.98%	78.99%	78.99%	79.00%	79.00%	78.98%	78.98%	78.98%	78.98%	79.00%	78.99%	78.99%	78.95%	78.93%
Expenses																
Payroll		\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$68,760	\$68,760	\$68,760
Marketing/Promotion		\$6,750	\$6,750	\$6,750	\$6,750	\$6,750	\$6,750	\$6,750	\$6,750	\$6,750	\$6,750	\$6,750	\$6,750	\$81,000	\$75,996	\$57,500
Depreciation		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rent		\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$24,000	\$24,000	\$24,000
Utilities		\$160	\$160	\$160	\$160	\$160	\$160	\$160	\$160	\$160	\$160	\$160	\$160	\$1,920	\$1,920	\$1,920
Insurance		\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$960	\$960	\$960
Payroll Taxes	15%	\$860	\$860	\$860	\$860	\$860	\$860	\$860	\$860	\$860	\$860	\$860	\$860	\$10,314	\$10,314	\$10,314
Leased Equipment	15%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses		\$15,580	\$15,580	\$15,580	\$15,580	\$15,580	\$15,580	\$15,580	\$15,580	\$15,580	\$15,580	\$15,580	\$15,580	\$186,954	\$181,950	\$163,454
Profit Before Interest and Taxes		(\$5,429)	(\$4,919)	(\$4,384)	(\$3,822)	(\$3,235)	(\$2,627)	(\$1,962)	(\$1,272)	(\$549)	\$201	\$979	\$1,816	(\$25,201)	\$108,547	\$255,823
EBITDA		(\$5,429)	(\$4,919)	(\$4,384)	(\$3,822)	(\$3,235)	(\$2,627)	(\$1,962)	(\$1,272)	(\$549)	\$201	\$979	\$1,816	(\$25,201)	\$108,547	\$255,823
Interest Expense		\$247	\$244	\$241	\$238	\$235	\$232	\$229	\$226	\$223	\$220	\$217	\$214	\$2,768	\$2,340	\$1,929
Taxes Incurred		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$31,862	\$76,168
Net Profit		(\$5,676)	(\$5,163)	(\$4,625)	(\$4,060)	(\$3,470)	(\$2,859)	(\$2,191)	(\$1,499)	(\$772)	(\$19)	\$762	\$1,602	(\$27,969)	\$74,345	\$177,726
Net Profit/Sales		-44.16%	-38.25%	-32.63%	-27.28%	-22.21%	-17.44%	-12.71%	-8.27%	-4.06%	-0.10%	3.64%	7.27%	-13.66%	20.20%	33.46%

Appendix

Table: Profit and Loss 2nd Year (Planned)

Pro Forma Profit and Loss															
		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	FY 2012	FY 2013
Sales		\$23,113	\$24,269	\$25,477	\$26,771	\$28,114	\$29,512	\$30,971	\$32,538	\$34,167	\$35,863	\$37,658	\$39,522	\$367,972	\$531,219
Direct Cost of Sales		\$4,865	\$5,110	\$5,363	\$5,640	\$5,924	\$6,218	\$6,520	\$6,851	\$7,194	\$7,548	\$7,926	\$8,317	\$77,475	\$111,942
Other Costs of Sales		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cost of Sales		\$4,865	\$5,110	\$5,363	\$5,640	\$5,924	\$6,218	\$6,520	\$6,851	\$7,194	\$7,548	\$7,926	\$8,317	\$77,475	\$111,942
Gross Margin		\$18,248	\$19,158	\$20,113	\$21,131	\$22,189	\$23,294	\$24,451	\$25,687	\$26,973	\$28,315	\$29,731	\$31,206	\$290,497	\$419,277
Gross Margin %		78.95%	78.94%	78.95%	78.93%	78.93%	78.93%	78.95%	78.94%	78.95%	78.95%	78.95%	78.96%	78.95%	78.93%
Expenses															
Payroll		\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$68,760	\$68,760
Marketing/Promotion		\$6,333	\$6,333	\$6,333	\$6,333	\$6,333	\$6,333	\$6,333	\$6,333	\$6,333	\$6,333	\$6,333	\$6,333	\$75,996	\$57,500
Depreciation		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rent		\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$24,000	\$24,000
Utilities		\$160	\$160	\$160	\$160	\$160	\$160	\$160	\$160	\$160	\$160	\$160	\$160	\$1,920	\$1,920
Insurance		\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$960	\$960
Payroll Taxes		\$860	\$860	\$860	\$860	\$860	\$860	\$860	\$860	\$860	\$860	\$860	\$860	\$10,314	\$10,314
Leased Equipment		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses		\$15,163	\$15,163	\$15,163	\$15,163	\$15,163	\$15,163	\$15,163	\$15,163	\$15,163	\$15,163	\$15,163	\$15,163	\$181,950	\$163,454
Profit Before Interest and Taxes		\$3,085	\$3,996	\$4,951	\$5,968	\$7,027	\$8,132	\$9,288	\$10,524	\$11,811	\$13,153	\$14,569	\$16,043	\$108,547	\$255,823
EBITDA		\$3,085	\$3,996	\$4,951	\$5,968	\$7,027	\$8,132	\$9,288	\$10,524	\$11,811	\$13,153	\$14,569	\$16,043	\$108,547	\$255,823
Interest Expense		\$211	\$208	\$205	\$202	\$199	\$196	\$193	\$191	\$188	\$185	\$182	\$179	\$2,340	\$1,929
Taxes Incurred		\$862	\$1,136	\$1,424	\$1,730	\$2,048	\$2,381	\$2,728	\$3,100	\$3,487	\$3,890	\$4,316	\$4,759	\$31,862	\$76,168
Net Profit		\$2,012	\$2,651	\$3,322	\$4,036	\$4,779	\$5,555	\$6,366	\$7,234	\$8,136	\$9,078	\$10,071	\$11,105	\$74,345	\$177,726
Net Profit/Sales		8.70%	10.92%	13.04%	15.08%	17.00%	18.82%	20.56%	22.23%	23.81%	25.31%	26.74%	28.10%	20.20%	33.46%

Appendix

Table: Cash Flow

Pro Forma Cash Flow																
		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	FY 2011	FY 2012	FY 2013
Cash Received																
Cash from Operations																
Cash Sales		\$12,852	\$13,499	\$14,174	\$14,885	\$15,627	\$16,395	\$17,241	\$18,116	\$19,032	\$19,979	\$20,962	\$22,024	\$204,786	\$367,972	\$531,219
Subtotal Cash from Operations		\$12,852	\$13,499	\$14,174	\$14,885	\$15,627	\$16,395	\$17,241	\$18,116	\$19,032	\$19,979	\$20,962	\$22,024	\$204,786	\$367,972	\$531,219
Additional Cash Received																
Sales Tax, VAT, HST/GST Received	6.00%	\$771	\$810	\$850	\$893	\$938	\$984	\$1,034	\$1,087	\$1,142	\$1,199	\$1,258	\$1,321	\$12,287	\$22,078	\$31,873
Subtotal Cash Received		\$13,623	\$14,308	\$15,024	\$15,778	\$16,564	\$17,379	\$18,276	\$19,203	\$20,174	\$21,178	\$22,219	\$23,345	\$217,073	\$390,051	\$563,092
Expenditures		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	FY 2011	FY 2012	FY 2013
Expenditures from Operations																
Cash Spending		\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$68,760	\$68,760	\$68,760
Bill Payments		\$370	\$11,142	\$12,494	\$13,215	\$13,370	\$13,527	\$13,691	\$13,890	\$14,077	\$14,273	\$14,473	\$14,682	\$149,203	\$220,668	\$288,376
Subtotal Spent on Operations		\$6,100	\$16,872	\$18,224	\$18,945	\$19,100	\$19,257	\$19,421	\$19,620	\$19,807	\$20,003	\$20,203	\$20,412	\$217,963	\$289,428	\$357,136
Additional Cash Spent																
Sales Tax, VAT, HST/GST Paid Out		\$771	\$810	\$850	\$893	\$938	\$984	\$1,034	\$1,087	\$1,142	\$1,199	\$1,258	\$1,321	\$12,287	\$22,078	\$31,873
Long-term Liabilities Principal Repayment		\$357	\$357	\$357	\$357	\$357	\$357	\$357	\$357	\$357	\$357	\$357	\$357	\$4,284	\$4,284	\$4,284
Subtotal Cash Spent		\$7,228	\$18,039	\$19,432	\$20,195	\$20,395	\$20,597	\$20,812	\$21,063	\$21,306	\$21,559	\$21,817	\$22,091	\$234,534	\$315,790	\$393,293
Net Cash Flow		\$6,395	(\$3,731)	(\$4,408)	(\$4,417)	(\$3,831)	(\$3,218)	(\$2,536)	(\$1,861)	(\$1,131)	(\$381)	\$402	\$1,255	(\$17,461)	\$74,261	\$169,799
Cash Balance		\$25,965	\$22,234	\$17,827	\$13,410	\$9,580	\$6,361	\$3,825	\$1,964	\$833	\$452	\$854	\$2,109	\$2,109	\$76,369	\$246,169

Appendix

Table: Cash Flow 2nd Year (Planned)

Pro Forma Cash Flow															
		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	FY 2012	FY 2013
Cash Received															
Cash from Operations															
Cash Sales		\$23,113	\$24,269	\$25,477	\$26,771	\$28,114	\$29,512	\$30,971	\$32,538	\$34,167	\$35,863	\$37,658	\$39,522	\$367,972	\$531,219
Subtotal Cash from Operations		\$23,113	\$24,269	\$25,477	\$26,771	\$28,114	\$29,512	\$30,971	\$32,538	\$34,167	\$35,863	\$37,658	\$39,522	\$367,972	\$531,219
Additional Cash Received															
Sales Tax, VAT, HST/GST Received		\$1,387	\$1,456	\$1,529	\$1,606	\$1,687	\$1,771	\$1,858	\$1,952	\$2,050	\$2,152	\$2,259	\$2,371	\$22,078	\$31,873
Subtotal Cash Received		\$24,500	\$25,725	\$27,005	\$28,377	\$29,800	\$31,283	\$32,829	\$34,490	\$36,217	\$38,015	\$39,917	\$41,894	\$390,051	\$563,092
Expenditures		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	FY 2012	FY 2013
Expenditures from Operations															
Cash Spending		\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730	\$68,760	\$68,760
Bill Payments		\$14,941	\$15,626	\$16,150	\$16,698	\$17,301	\$17,910	\$18,542	\$19,201	\$19,930	\$20,669	\$21,437	\$22,263	\$220,668	\$288,376
Subtotal Spent on Operations		\$20,671	\$21,356	\$21,880	\$22,428	\$23,031	\$23,640	\$24,272	\$24,931	\$25,660	\$26,399	\$27,167	\$27,993	\$289,428	\$357,136
Additional Cash Spent															
Sales Tax, VAT, HST/GST Paid Out		\$1,387	\$1,456	\$1,529	\$1,606	\$1,687	\$1,771	\$1,858	\$1,952	\$2,050	\$2,152	\$2,259	\$2,371	\$22,078	\$31,873
Long-term Liabilities Principal Repayment		\$357	\$357	\$357	\$357	\$357	\$357	\$357	\$357	\$357	\$357	\$357	\$357	\$4,284	\$4,284
Subtotal Cash Spent		\$22,414	\$23,169	\$23,766	\$24,391	\$25,075	\$25,768	\$26,488	\$27,240	\$28,067	\$28,908	\$29,783	\$30,722	\$315,790	\$393,293
Net Cash Flow		\$2,085	\$2,556	\$3,240	\$3,985	\$4,726	\$5,515	\$6,341	\$7,250	\$8,150	\$9,107	\$10,134	\$11,172	\$74,261	\$169,799
Cash Balance		\$4,194	\$6,750	\$9,990	\$13,975	\$18,701	\$24,215	\$30,556	\$37,807	\$45,957	\$55,064	\$65,198	\$76,369	\$76,369	\$246,169

Appendix

Table: Balance Sheet

Pro Forma Balance Sheet																
		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	FY 2011	FY 2012	FY 2013
Assets	Starting Balances															
Current Assets																
Cash	\$19,570	\$25,965	\$22,234	\$17,827	\$13,410	\$9,580	\$6,361	\$3,825	\$1,964	\$833	\$452	\$854	\$2,109	\$2,109	\$76,369	\$246,169
Inventory	\$5,000	\$3,299	\$2,838	\$2,978	\$3,128	\$3,282	\$3,442	\$3,623	\$3,809	\$4,001	\$4,199	\$4,403	\$4,628	\$4,628	\$8,317	\$13,478
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Current Assets	\$24,570	\$29,264	\$25,072	\$20,805	\$16,538	\$12,862	\$9,804	\$7,448	\$5,773	\$4,834	\$4,650	\$5,257	\$6,737	\$6,737	\$84,686	\$259,647
Long-term Assets																
Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Accumulated Depreciation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Assets	\$24,570	\$29,264	\$25,072	\$20,805	\$16,538	\$12,862	\$9,804	\$7,448	\$5,773	\$4,834	\$4,650	\$5,257	\$6,737	\$6,737	\$84,686	\$259,647
Liabilities and Capital		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	FY 2011	FY 2012	FY 2013
Current Liabilities																
Accounts Payable	\$0	\$10,727	\$12,054	\$12,769	\$12,920	\$13,070	\$13,228	\$13,421	\$13,601	\$13,791	\$13,983	\$14,185	\$14,420	\$14,420	\$22,308	\$23,827
Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Current Liabilities	\$0	\$10,727	\$12,054	\$12,769	\$12,920	\$13,070	\$13,228	\$13,421	\$13,601	\$13,791	\$13,983	\$14,185	\$14,420	\$14,420	\$22,308	\$23,827
Long-term Liabilities	\$30,000	\$29,643	\$29,286	\$28,929	\$28,572	\$28,215	\$27,858	\$27,501	\$27,144	\$26,787	\$26,430	\$26,073	\$25,716	\$25,716	\$21,432	\$17,148
Total Liabilities	\$30,000	\$40,370	\$41,340	\$41,698	\$41,492	\$41,285	\$41,086	\$40,922	\$40,745	\$40,578	\$40,413	\$40,258	\$40,136	\$40,136	\$43,740	\$40,975
Paid-in Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Retained Earnings	(\$5,430)	(\$5,430)	(\$5,430)	(\$5,430)	(\$5,430)	(\$5,430)	(\$5,430)	(\$5,430)	(\$5,430)	(\$5,430)	(\$5,430)	(\$5,430)	(\$5,430)	(\$5,430)	(\$33,399)	\$40,946
Earnings	\$0	(\$5,676)	(\$10,838)	(\$15,463)	(\$19,524)	(\$22,994)	(\$25,852)	(\$28,043)	(\$29,542)	(\$30,314)	(\$30,333)	(\$29,571)	(\$27,969)	(\$27,969)	\$74,345	\$177,726
Total Capital	(\$5,430)	(\$11,106)	(\$16,268)	(\$20,893)	(\$24,954)	(\$28,424)	(\$31,282)	(\$33,473)	(\$34,972)	(\$35,744)	(\$35,763)	(\$35,001)	(\$33,399)	(\$33,399)	\$40,946	\$218,672
Total Liabilities and Capital	\$24,570	\$29,264	\$25,072	\$20,805	\$16,538	\$12,862	\$9,804	\$7,448	\$5,773	\$4,834	\$4,650	\$5,257	\$6,737	\$6,737	\$84,686	\$259,647
Net Worth	(\$5,430)	(\$11,106)	(\$16,268)	(\$20,893)	(\$24,954)	(\$28,424)	(\$31,282)	(\$33,473)	(\$34,972)	(\$35,744)	(\$35,763)	(\$35,001)	(\$33,399)	(\$33,399)	\$40,946	\$218,672

Appendix

Table: Balance Sheet 2nd Year (Planned)

Pro Forma Balance Sheet															
		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	FY 2012	FY 2013
Assets															
Current Assets															
Cash		\$4,194	\$6,750	\$9,990	\$13,975	\$18,701	\$24,215	\$30,556	\$37,807	\$45,957	\$55,064	\$65,198	\$76,369	\$76,369	\$246,169
Inventory		\$4,865	\$5,110	\$5,363	\$5,640	\$5,924	\$6,218	\$6,520	\$6,851	\$7,194	\$7,548	\$7,926	\$8,317	\$8,317	\$13,478
Other Current Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Current Assets		\$9,059	\$11,860	\$15,353	\$19,615	\$24,625	\$30,433	\$37,076	\$44,658	\$53,150	\$62,611	\$73,124	\$84,686	\$84,686	\$259,647
Long-term Assets															
Long-term Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Accumulated Depreciation		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Long-term Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Assets		\$9,059	\$11,860	\$15,353	\$19,615	\$24,625	\$30,433	\$37,076	\$44,658	\$53,150	\$62,611	\$73,124	\$84,686	\$84,686	\$259,647
Liabilities and Capital															
Current Liabilities															
Accounts Payable		\$15,088	\$15,594	\$16,122	\$16,705	\$17,293	\$17,903	\$18,537	\$19,242	\$19,955	\$20,696	\$21,494	\$22,308	\$22,308	\$23,827
Current Borrowing		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Liabilities		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Current Liabilities		\$15,088	\$15,594	\$16,122	\$16,705	\$17,293	\$17,903	\$18,537	\$19,242	\$19,955	\$20,696	\$21,494	\$22,308	\$22,308	\$23,827
Long-term Liabilities		\$25,359	\$25,002	\$24,645	\$24,288	\$23,931	\$23,574	\$23,217	\$22,860	\$22,503	\$22,146	\$21,789	\$21,432	\$21,432	\$17,148
Total Liabilities		\$40,447	\$40,596	\$40,767	\$40,993	\$41,224	\$41,477	\$41,754	\$42,102	\$42,458	\$42,842	\$43,283	\$43,740	\$43,740	\$40,975
Paid-in Capital		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Retained Earnings		(\$33,399)	(\$33,399)	(\$33,399)	(\$33,399)	(\$33,399)	(\$33,399)	(\$33,399)	(\$33,399)	(\$33,399)	(\$33,399)	(\$33,399)	(\$33,399)	(\$33,399)	\$40,946
Earnings		\$2,012	\$4,663	\$7,985	\$12,021	\$16,800	\$22,355	\$28,721	\$35,955	\$44,091	\$53,169	\$63,240	\$74,345	\$74,345	\$177,726
Total Capital		(\$31,387)	(\$28,736)	(\$25,414)	(\$21,378)	(\$16,599)	(\$11,044)	(\$4,678)	\$2,556	\$10,692	\$19,770	\$29,841	\$40,946	\$40,946	\$218,672
Total Liabilities and Capital		\$9,059	\$11,860	\$15,353	\$19,615	\$24,625	\$30,433	\$37,076	\$44,658	\$53,150	\$62,611	\$73,124	\$84,686	\$84,686	\$259,647
Net Worth		(\$31,387)	(\$28,736)	(\$25,414)	(\$21,378)	(\$16,599)	(\$11,044)	(\$4,678)	\$2,556	\$10,692	\$19,770	\$29,841	\$40,946	\$40,946	\$218,672